

Reward, Recognition and Retention Framework

June 2015



Reward, Recognition and Retention Framework

Introduction

This document outlines the Council's Reward, Recognition and Retention Framework.

The Council recognises that employees are essential to excellent delivery of services to the District's residents and communities.

It is imperative the Council has in place a Reward, Recognition and Retention Framework that attracts, retains, motivates and engages individuals. This in turn will enable the organisation to sustain high employee and organisational performance together with improving services through transformation and growth.

The Council is committed to ensuring a comprehensive Reward, Recognition and Retention Framework is embedded throughout the organisation to create a supportive working environment for employees and enable achievement of the Corporate Plan.

The implementation of a Reward, Recognition and Retention Framework within the Council will have due regard to the Equality Act 2010 covering age, gender, disability, pregnancy, race, religion, belief and sexual orientation.

Principles

Reward

The Council is committed to offering a range of rewards to support employees and promote high employee and organisational performance.

The Council faces the same challenges as many Local Authorities in relation to its ability to attract and retain skilled employees, particularly within a number of statutory and regulatory areas.

A wide range of rewards and benefits are offered by the Council to:

- Support employees
- Improve performance
- Increase employee satisfaction and confidence
- Support attendance at work
- Promote a healthier workforce
- Attract potential employees

Recognition

The Council is committed to recognising and valuing employees' contribution together with celebrating and sharing success.

It is even more important in times of change and austerity that employee's contribution is recognised. Individuals and teams that feel engaged and are committed to their work are able to perform better and provide a greater contribution to the organisation. Recognition for achievements can be awarded at anytime through developing a culture of thanks and acknowledgement.

Employee performance is key to organisational success and the Council will actively recognise individuals and teams that:

- Advance the Council's aims
- Demonstrate the Council's values

- Achieve outstanding performance
- Achieve customer excellence

Retention

The Council is committed to retaining valuable employees who it is recognised are central to achieving excellent organisational performance.

A high employee turnover has a significant impact on service delivery and succession planning. Retaining skilled individuals whilst encouraging employees to explore opportunities to develop and grow is a challenge. However, this can be achieved through effective retention of high performing and committed employees.

The Council will actively encourage retention of high performing employees to:

- Improve service performance
- Increase staff morale, engagement and loyalty
- Enable team stability
- Minimise staff turnover
- Minimise recruitment and associated costs

Supporting Reward, Recognition and Retention

The Council must encourage and enable employees to perform to the best of their ability and make an effective contribution to the organisation.

A framework is in place to embed a culture of reward, recognition and retention that supports employees to achieve excellent performance. The framework is aligned with the Council's Corporate Plan, organisational values and Corporate Performance Management Framework to enable an integrated and consistent approach throughout the Council.

A combination of reward, recognition and retention initiatives will be implemented and rolled out across the Council that promote the organisations' aims and values. These comprise formal, informal, financial and non financial initiatives that cater for the different preferences and values held by individuals in relation to reward, recognition and retention.

Reward, recognition and retention initiatives implemented by the Council will:

- Encourage high employee performance
- Improve service performance through transformation and growth
- Facilitate employee engagement and commitment
- Promote the Council's aims and values
- Champion the Council as an employer
- Be fair, integrated and consistent

Senior Management and Line Managers will be responsible for:

- Embedding a culture of reward, recognition and retention across the organisation and within their service areas that promote the Council's aims and values
- Promoting high employee performance and service improvement, recognising employees' contribution and retaining valuable employees who are central to achieving the Council's aims and values.
- Supporting and implementing initiatives in accordance with the Reward, Recognition and Retention Framework and Framework

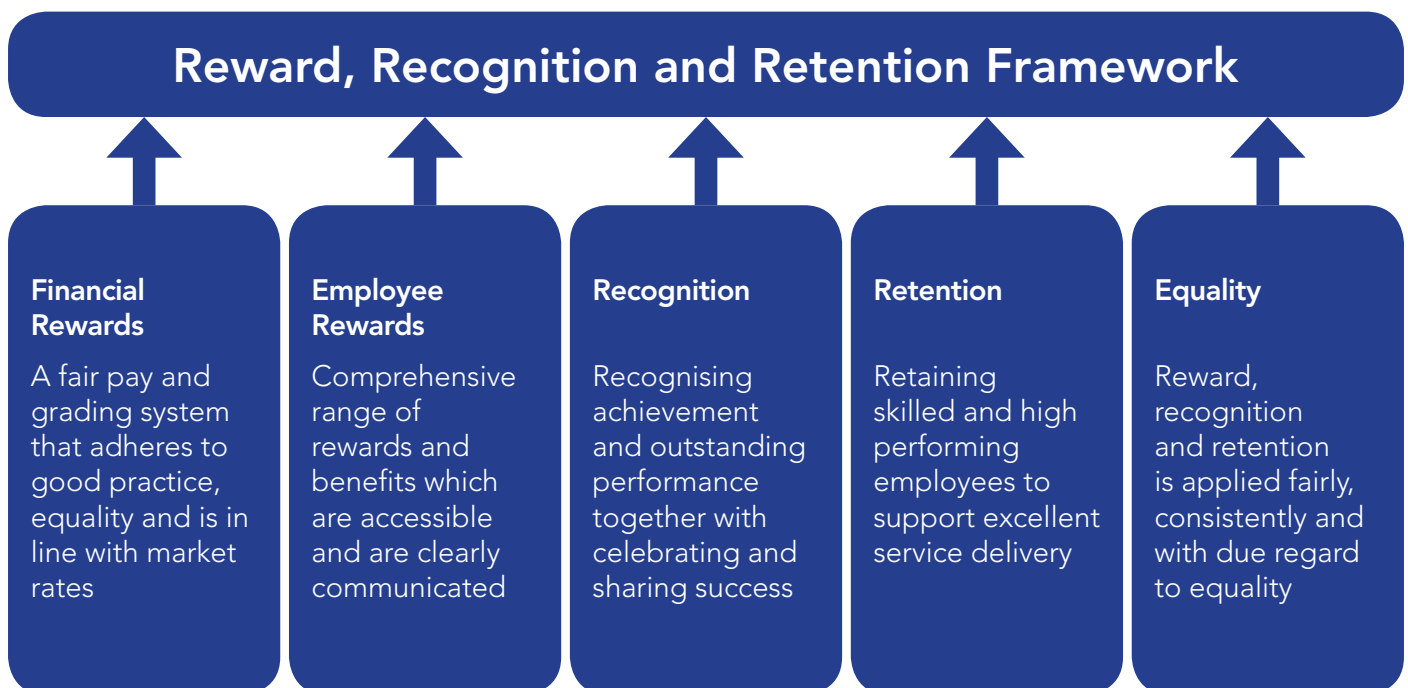
HR & Payroll will be responsible for:

- Providing an effective framework for reward, recognition and retention
- Developing and implementing a comprehensive range of reward, recognition and retention initiatives across the Council to achieve excellent performance
- Providing advice and guidance on the application of this framework
- Supporting managers in the implementation of this framework
- Reviewing the framework to ensure it remains effective, relevant and in line with best practice

Reward, Recognition and Retention Framework

The Reward, Recognition and Retention Framework will support the Council in achieving a high performing organisation and the improvement of services through transformation and growth. It is aligned with the Council's Corporate Plan, organisational values and Corporate Performance Management Framework to enable an integrated and consistent approach throughout the Council.

Reward, recognition and retention initiatives will be subject to annual review to ensure they are relevant, meaningful and effective in improving and sustaining high employee and organisational performance.





Current Employee Reward, Recognition and Retention Initiatives

- Learning and development opportunities (both personal and career development)
- Positive performance management and appraisals process
- Recruitment practices and Induction including "buddy" system
- Opportunity to "Chat with the Chief Executive"
- Senior management "open door" policy
- Range of employee communication channels
- Improving line management/people management skills
- Involvement in decisions that affect employees work such as service planning
- Employee representative forums and good working relationship with Trade Unions
- Employee Surveys
- Discussion Board
- Flexible working arrangements including working from home, job share
- Career graded posts
- Healthy and safe working environment through proactive risk management
- Final salary pension scheme
- Free car parking
- Generous annual leave
- Generous maternity and paternity leave
- Christmas Closedown
- Health and wellbeing including Occupational Health, counselling, eye tests
- Discounted access to Council leisure facilities
- Discounts for employees on products/services
- Internet access
- Employee recognition awards
- Long service awards
- Recognition in employee communications
- Letter of thanks from Chief Executive/Director/Assistant Director/Manager Certificates of Achievement
- Team away days
- Employee/Team Profile on intranet
- Employee recognition section on Intranet or in other communications
- Salary Sacrifice Schemes such as childcare vouchers, Cycle to Work
- Access to Westfield Health Scheme