



EMERSONS GREEN
TOWN COUNCIL

Pay, Recognition and Rewards Policy

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1. Introduction

Emersons Green Town Council is committed to ensuring that employee pay is set, and regularly reviewed, in a fair and equitable way.

Emersons Green Town Council recognises that our employees are our most valuable asset and understands the importance of praising them for a job well done.

It is evident that providing positive feedback to employees on a regular basis with regards to their work/performance is essential in ensuring high levels of motivation, co-operation and engagement; all of which are critical to the delivery of high-quality services to our customers.

Today's approaches to recognition all share the same objective; to recognise (and sometimes reward) employees whose behaviour and actions have demonstrated excellent/exceptional performance and that they have 'gone the extra mile'.

There are a number of drivers to having an employee recognition (and rewards) scheme. These are as follows:

- To enhance employee performance
- To ensure that employee performance is aligned with the Council's vision, values and behaviours
- To create a highly motivated and engaged workforce

The Council's scheme is described below and builds on and enhances activities that are already taking place:

- A framework by which those behaviours and actions of the Council's employees can be seen to be recognised in a manner that is transparent, fair and consistent across the organisation.

2. Pay Scales

Emersons Green Town Council adheres the National Association of Local Councils (NALC) payscales, which are updated annually in line with national agreements for the sector. These are negotiated between the National Employers and the National Joint Council for Local Government Services (NJC) Trade Union Side for implementation on 1 April each year.

3. Purpose of the Reward Scheme

- There are many examples of outstanding work in the Council which recognise the excellent/exceptional work that our employees are carrying out in the course of undertaking their day-to-day roles and activities.

- Our Managers are, therefore, encouraged to thank staff for their excellent/exceptional contributions and achievements in a variety of ways on a regular basis.
- The recognition and rewards scheme, therefore, builds on these existing arrangements in order to provide a framework which can be applied consistently and fairly within the Council.
- At the same time, it also has to be recognised that not all employees want to be thanked publicly for their excellent/exceptional work and, as such, we have to operate in a way that respects their wishes.

4. The Reward Scheme

The Council's vision and plan sets out how it will meet its strategic objectives and day-to-day operational demands in the best interests of providing the highest quality of services to its customers and the wider community. Achieving excellence requires the commitment and dedication of every employee contributing their knowledge, skills and experience. Our scheme, therefore, sets out how we will pass on our thanks to our employees.

5. Acknowledging and Celebrating Success

Messages of appreciation of the positive behaviours and actions of employees are not the sole responsibility of those in management and leadership positions.

From Elected Members, the Personnel Committee through to individual Line Managers we all should recognise the excellent/exceptional work undertaken and, therefore, employees deserving of recognition. To enhance a culture of celebrating success the following actions will continue to be undertaken and introduced where not already in place:

- Acknowledgements of excellent/ exceptional work will be conveyed by both Team and Line Managers at:
 - Informal One-to-ones
 - Team meetings
 - Annual employee appraisals
- New employees to the Council will receive a 'welcome' letter from the Personnel Committee.

6. Informal Scheme

Examples of excellent/exceptional work by employees and/or particular teams will be identified by the Line Manager on an ongoing basis and brought to the attention of the Personnel Committee through the Team Manager. This will be underpinned by an informal "thank you" scheme implemented consistently across the Council by Team Managers to spontaneously recognise and record employee achievements.

7. Formal Scheme

Where an employees' annual appraisal has identified that the requirements of the job have been met, the Personnel Committee will have delegated authority to:

- Authorise the awarding of one spinal point increase until the spinal column point ceiling is reached
- And, once that spinal column point ceiling has been reached, authorise one additional non-accruable days' annual leave, pro rata to hours worked, to be taken within the employees' annual leave year and at a time when it does not have an adverse impact upon the ability of the Council to meet operational demands and budgetary responsibilities.

Where an employees' annual appraisal has identified the requirements of the job have been exceeded, the Personnel Committee will have delegated authority to:

- Authorise the awarding of one spinal point increase until the spinal column point ceiling is reached plus one day's non-accruable annual leave to be taken within the employees' annual leave year and at a time when it does not have an adverse impact upon the ability of the Council to meet operational demands and budgetary responsibilities.
- If the top of the spinal column point has been reached, they will authorise an additional two days non-accruable annual leave to be taken within the employees' annual leave year, pro rata to hours worked, and at a time when it does not have an adverse impact upon the ability of the Council to meet operational demands and budgetary responsibilities.

Given the importance of the annual employee appraisal in determining whether any rewards are to be awarded it is essential that at the start of the appraisal year employees are made aware, in writing, of the objectives of their role. Linked to these objectives it is essential that learning and development requirements are identified by Management and supported in order that employees are given every opportunity to demonstrate/evidence that they have met those role objectives.

8. Appeal

Where an employee is unhappy that they have not been awarded a performance related payment (linked to the Recognition & Rewards Scheme) arising from their annual employee appraisal, they will have the right to appeal to a panel of three or more councillors (excluding members of the Personnel Committee). Notification of an appeal linked to the Recognition & Rewards Scheme must be made by the employee to the Town Clerk and Chair of Council, within 10 working days of the employee being notified of the completed appraisal review by the Personnel Committee.

9. Review

This scheme will be monitored and kept under review by Full Council with a review at least every three years.