

**Subject:**  
Reward and Recognition Strategy

**Status:** For Publication

**Report to:**  
Cabinet

**Date:**  
24 January 2007

**Report of:**  
Head of Human Resources

**Portfolio Holder:**  
Human Resources & Member Development

**Key Decision:**

YES

Forward Plan

## 1. PURPOSE OF REPORT

- 1.1 The purpose of the report is to agree the Reward and Recognition Strategy for Rossendale Borough Council. The Strategy provides specific direction on how the Council will develop and design pay, benefits and related programmes to ensure that it rewards the behaviours and contributions that support the achievement of its corporate objectives.

## 2. CORPORATE PRIORITIES

- 2.1 The matters discussed in this report are linked to and support all of the corporate priorities:

## 3. RISK ASSESSMENT IMPLICATIONS

- 3.1 The objective of the reward and recognition strategy is that it enables change and progress by creating a willingness in relation to the development of new skills and behaviours which are needed to deliver organisational improvement.

## 4. BACKGROUND AND OPTIONS

- 4.1 The Reward and Recognition Strategy is linked to the Council's Pay and Workforce Strategy, Workforce Plan and overall HR Strategy to ensure that the Council has the capability to deliver its overall corporate improvement plan.
- 4.2 Reward and recognition is a key lever in achieving successful change.
- 4.3 The Council is facing the same challenge as many other Local Authorities in relation to its ability to attract qualified staff. In addition to the national shortage

associated to a number of regulatory areas. Market supplements have been used to aid recruitment and a balance has to be struck in relation to retaining skilled employees and encouraging employees to explore opportunities elsewhere to develop and grow.

4.4 The pace of change within the Council has been quick and this is in the context of a changing national agenda and improvements across all Councils. The purpose of this strategy is to attract, retain and motivate staff and recognise positive activities which will deliver organisational improvement.

4.5 Some drivers already identified within the Strategy have been implemented. However, a range of additional activities have been identified which will address further some of the challenges associated with the reward and retention of employees:

- Payment of Professional Fees
- Letters of recognition in relation to attendance
- Additional leave and quarterly draws promoting good attendance
- Reward and Recognition Event
- Suitable and safe working facilities and available water for all employees
- Healthy Lifestyles
- Organisational Development
- Pay and Grading Review
- Flexible and Home Working arrangements
- Payment of the long service award

4.6 The key outcomes of the delivery of this strategy are:

- Employees feel engaged and are committed to their work and are able to perform better and make a fuller contribution
- Employees remain working for RBC
- Potential employees are attracted to work for RBC and RBC becomes an employer of choice
- Increased attendance at work
- A healthier workforce able to perform

## **5. COMMENTS OF THE HEAD OF FINANCIAL SERVICES**

5.1 The cost of implementation of the Strategy is £15,000. However, the costs can be offset against improved attendance and performance levels. The cost of implementing the long service award would be £9,000 for up to 2006.

## **6. COMMENTS OF THE HEAD OF LEGAL AND DEMOCRATIC SERVICES**

6.1 There are no direct legal implications.

## **7. COMMENTS OF THE HEAD OF HUMAN RESOURCES**

7.1 The Reward and Recognition Strategy is produced by the Human Resources Team.

7.2 The allocation and access to all elements of reward and recognition will be on an equal basis for all employees.

## 8. CONCLUSION

8.1 The Council has embraced the challenge of organisational transformation and recognises the valuable contribution of its employees. The strategy will ensure that those behaviours which will continue to improve the Council will be recognised and rewarded.

## 9. RECOMMENDATION

9.1 That members agree the contents of the reward and recognition strategy.

## 10. CONSULTATION CARRIED OUT

10.1 Management Team

10.2 Employees

10.3 Trade Unions

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No background papers