



## Reward & recognition scheme framework

### 1.0 Introduction

1.1 Following initial discussions with Headteachers / Principals, in April 2016 the Trust Board approved the introduction of a scheme to enable the reward and recognition of good work and individuals or group of employees 'going the extra mile'.

1.2 The overall aim is to engage & motivate staff, and reward them for the actions & behaviours we want to see more of, whilst making the process as efficient as possible for academies to manage.

### 2.0 Framework Principles

2.1 Within this agreed framework and co-operative values, academies have the flexibility to operate the scheme locally in a way which best meets their needs. Schemes should be designed to ensure that no groups of staff are likely to be favoured or disadvantaged in the opportunity to gain an award.

2.2 Each academy will budget for a reward & recognition "pot" for the academic year which equates to £40 per headcount in post at the start of September. Academies are responsible for making best use of this 'pot' across the year

2.3 Awards can range from £10 to £200 in value per individual, depending on the reason for the award.

2.4 Awards should be given as 'gifts in kind' e.g. gift card / vouchers, flowers, box of chocolates (but not alcohol). It is suggested that where vouchers are used these are either personal to the individual, or vouchers that can be used in a number of different stores / restaurants, e.g. [www.one4allgiftcard.co.uk](http://www.one4allgiftcard.co.uk) or [www.love2shop.co.uk](http://www.love2shop.co.uk)

2.5 There are no limits on the number of awards someone may receive.

2.6 **(IMPORTANT)** Awards **must only** be made in recognition of good work / behaviour / 'going the extra mile'. They should **not** be used for birthdays, weddings, retirements, or to mark other 'life-time' events. If the academy would like to gift staff for retirements or to mark other "life time" events, then this should only be done in line with the Trust's Gifts and Hospitality Policy which states: *"Expenditure on staff wellbeing (flowers, leaving gifts, etc.) should be recorded in the*



*template at Appendix 2 and posted as staff hospitality or staff wellbeing in the accounting system. Charitable donations e.g. instead of flowers for a funeral or matching amounts raised by students, should be of a de minimis level in order to comply with the Trust's objects."*

2.7 Examples of things that could be included within a scheme:

- £10 "thank you" in recognition of a smaller 'one off' act
- a bouquet of flowers or plant to recognise the work put in to organising a school production
- 100% attendance during the academic year (see guidance in Annex 1)
- a small reward to recognise particularly long service
- a larger reward would be given for a more significant piece of work
- employee of the month / term, which could be via colleague nominations for good work or demonstrating co-operative values.

2.8 The original intention of this scheme was to reward & recognise individuals, or groups of individuals. However, following feedback from academies it has now been agreed that some of the overall "pot" may be used to reward & recognise the contribution of the whole staff as long as this is in keeping with the overall intentions of the scheme. Subject to the Chair of Governors being notified in advance, up to 25% of the ring-fenced monies (i.e. up to £10 per head per annum) can be used by academies to offer a token reward to the whole school in certain circumstances e.g. to recognise a major success for the school following a successful Ofsted visit, or achieving particularly good results. There must be a clear reason linked to performance. These monies should not be used for general wellbeing activities, or "treats".

2.9 Once an academy has decided how they intend to run their scheme, their Chair of Governors should be asked to 'sign off' the arrangements. The Chair may choose to delegate this to a sub-committee, or to take it to a full Local Governing Body meeting.

2.10 There will be no calibration / moderation of awards between academies in making the awards.

2.11 Full records must be kept (see below) and provided at the end of each term to the Trust's HR Officer (Jennica Rama). The Trust's Finance & Resources Director and/or Auditors may also ask to see the records.

## 3.0 Recording

3.1 Purpose – to provide a record of awards made for audit purposes, and to enable monitoring to ensure the spirit of the scheme is maintained and no particular gender / grade of staff are being favoured or disadvantaged in the running of the scheme.



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3.2 Approach – common format spreadsheet will be provided. Completed by academy as awards are made. Submitted to the Trust's HR Officer at the end of each term.

3.3 Level of detail required – **please read guidance below**. It is important that the guidance details are read and followed through in order to provide a correct record of the rewards for audit purposes.

Academy Name:					
Total amount of recognition 'pot' for academic year:					
Name	Grade	Gender	Amount awarded (£)	Brief reason	Reason type by category
	Leadership				Exceptional <b>individual</b> performance
	Teaching				Strong <b>team</b> performance
	Support / Associate – classroom based				<b>Whole school</b> recognition
	Support / Associate – not classroom based				<b>Thank-you</b> recognition (e.g. for organising event or occasion)
					<b>Long service</b>
					<b>Attendance</b> related
					<b>Academy award</b> (e.g. employee of the month)
					Other
<i>See notes on next page</i>	<i>See notes on next page</i>	<i>See notes on next page</i>	<i>See notes on next page</i>	<i>See notes on next page</i>	<i>See notes on next page</i>



Name	Grade	Gender	Amount awarded (£)	Brief reason	Reason type by category
<i>Notes:</i>					
<i>If a group of people, please state the number of people e.g. English Department (8 people)</i>	<i>If a group of people, please specify the number in each category above</i>	<i>If a group, please state the gender mix e.g. 3 male, 5 female</i>	<i>If a group of people, please state the overall amount</i>	<i>This should be sufficient to provide an explanation of the reason for the reward (i.e. what is being recognised). <b>It is <u>not</u> enough to say “recognition” or “all staff award” in cases of team rewards</b></i>	<i>Select a category from the drop down list to summarise the type of reason for the reward provided</i>



## Note on 100% attendance schemes

Under the Trust's reward & recognition framework, academies may choose to use some of their "pot" to recognise good attendance – but are not required to do so. This idea behind this is not to drive down absence levels, but to recognise the contribution that staff make through their attendance.

Some concerns have been raised in relation to potential equality issues, and this note is intended to provide additional information so academies can make informed decisions if wishing to reward staff attendance.

### **Where an employer wishes to reward employees for low sickness absence, what factors must it take into account?**

Attendance incentives or bonuses are usually designed both as an incentive for future attendance and to reward good attendance records.

When contemplating the introduction of an attendance incentive scheme, employers must give careful consideration to how the scheme might disadvantage employees who have to take time off sick because of a disability or a pregnancy-related illness. Any scheme must be fair, and employers must therefore consider making allowances within their scheme for such absences. If they do not, they risk a discrimination claim from an employee alleging less favourable treatment.

If the scheme takes in to account all attendance (not just sickness absence), it should also address treatment of the various statutory rights to time off that are unrelated to sickness absence, such as maternity, adoption, paternity and parental leave, and time off for dependants and public duties. In addition, if time off is granted to employees for religious observance, the employer should make an allowance for this to avoid the risk of a religious discrimination claim.

Addressing the points above will help to minimise the risk of equality related issues arising.



## Other considerations

- This should not be considered as a substitute for managing attendance in line with the Trust's Supporting Attendance Policy; nor for other activities designed at supporting health & wellbeing (which sit outside the reward & recognition framework).
- It is important to ensure that you have accurate recording of attendance.
- Consider the time period you will use e.g. half termly, as opposed to annually, is likely to help engage more staff.
- It must operate within the funds available, keeping monies available to reward & recognise other things within the academy. The scheme is therefore most likely to operate as a "prize-draw".
- This type of scheme has been or is used by other employers, including large ones such as Boots and Royal Mail, and can help to maintain attention on an issue, where otherwise levels of attendance might gradually deteriorate.

## Possible disadvantages

- Staff may feel pressurised to attend work when they are ill, particularly if incentives are linked to team (rather than individual) attendance
- Research suggests that the impact of financial incentives on reducing sickness absence levels is often short-lived
- Some staff might voice concerns that they are being punished for being ill, or needing to take time off for family issues – particularly if the scheme is framed as a 'bonus' to all staff who have 100% attendance.