

This Report will be made public on 11 April 2018



Report Number **P/17/11**

To: Personnel Committee
Date: 19th April 2018
Status: Non-executive Decision
Head of Service: Andrina Smith, Head of Human Resources

SUBJECT: STAFF RECOGNITION SCHEME

SUMMARY: This report reviews the Staff Recognition Scheme that ran from August 2016 to August 2017 and recommends how the Scheme can be improved to assist with the Transforming Shepway agenda.

REASONS FOR RECOMMENDATIONS:

The Personnel Committee is asked to consider the feedback within the report and decide whether the Staff Recognition Scheme should continue.

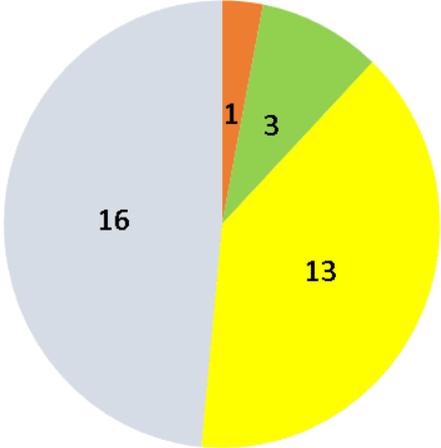
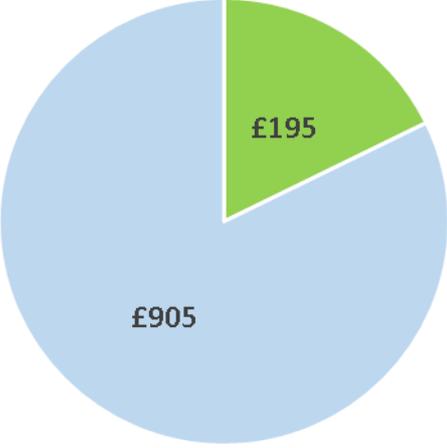
RECOMMENDATIONS:

1. To receive and note report P/17/11
2. To approve the continuation of the Staff Recognition Scheme (see section 7.5)

1.	INTRODUCTION
1.1	The Staff Recognition Scheme was launched in August 2016 as a result of the staff survey of the same year identifying that staff felt that they did not receive enough recognition. The first recognition awards were presented 3 months later in November 2016.
1.2	In the staff survey, reward and recognition was the second highest area that staff identified as being something they thought that the council could improve upon. Furthermore, the lowest ranked of the engagement questions in the survey was around feedback with staff feeling as though they did not receive enough (see Appendix A).
1.3	The Recognition Scheme had the following aims: <ul style="list-style-type: none"> • To increase motivation and productivity • To reinforce desired behaviours (our core values) • To increase employee satisfaction • To increase loyalty and retention of good staff
1.4	The Scheme is based around the council's core values: Customer First, One Team, Performance Counts and Thinking Ahead. Each quarter, any member of staff can nominate another for an award based around one of the core values. In each quarter, one specific core value is focused upon.
1.5	Nominations are submitted to the Staff Recognition Scheme mailbox (recognition@folkestone-hythe.gov.uk) which is monitored by the Learning & Development Officer. Nominations are required to be submitted before a deadline so that they can be reviewed and winners chosen. Staff can nominate both individuals and teams.
1.6	Once the window to nominate staff has closed, a panel is selected which includes: <ul style="list-style-type: none"> • At least one Councillor (but sometimes two) • At least one member of CMT (sometimes two) • At least one Head of Service (although usually two) and • Two representatives from the Staff Consultation Forum (SCF) and/or Unison. On the one occasion when staff from the SCF were not available, previous award winners were invited to attend.
1.7	Once the winners are chosen, they are informed and invited to attend the next staff briefing where they have their achievements read out by a member of CMT and are presented with a certificate by the Leader of the Council. Between five and ten individual award winners have been chosen in each of the four periods that the Scheme has been running and between two and four teams. The numbers depend on the nominations received and the budget available to reward teams and individuals.

1.8	Staff who win an award are entitled to a reward which can be a £25 gift voucher or donation to charity or a non-monetary prize such as a day's annual leave or a monthly car parking permit.																		
1.9	Those staff who are successful are also invited to an award winner's lunch which is a buffet-style event hosted in the Boulogne or Middelburg Room. A member of CMT (sometimes two) are also invited as well as the Leader of the Council. The Deputy Leader has also attended one of the lunches.																		
1.10	<p>Staff who have celebrated a significant work anniversary during the quarter will also be eligible for a reward. This is either in the form of a shopping voucher or by way of a donation to their chosen charity of the equivalent amount. The rewards for different milestones are documented in the table below:</p> <table border="1" data-bbox="459 815 1056 1196"> <thead> <tr> <th>Length of Service Milestone</th> <th>Voucher/donation amount</th> </tr> </thead> <tbody> <tr> <td>5 years</td> <td>£10</td> </tr> <tr> <td>10 years</td> <td>£20</td> </tr> <tr> <td>15 years</td> <td>£20</td> </tr> <tr> <td>20 years</td> <td>£25</td> </tr> <tr> <td>25 years</td> <td>£25</td> </tr> <tr> <td>30 years</td> <td>£25</td> </tr> <tr> <td>35 years</td> <td>£25</td> </tr> <tr> <td>40 years</td> <td>£25</td> </tr> </tbody> </table>	Length of Service Milestone	Voucher/donation amount	5 years	£10	10 years	£20	15 years	£20	20 years	£25	25 years	£25	30 years	£25	35 years	£25	40 years	£25
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1.11	All details of previous winners, rewards available to winners and panel members of the most recent panel can be found under the 'Recognition' area of the intranet.																		
2.	BUDGET INFORMATION																		
2.1	The budget approved for the Scheme was £2000. The actual spend over the course of the Scheme was £2599.																		
2.2	The majority of this £599 overspend was due to the decision that was taken to backdate recognition of service awards for staff who had been with the organisation for a milestone period to January 2016. It was perceived to be unfair to reward staff for these significant anniversaries for only the final 5 months of the year (as the Scheme was launched in August 2016). Therefore, all staff who were celebrating a work anniversary in 2016 were eligible for a reward.																		
2.3	A full breakdown of the costs of the recognition Scheme can be found in Appendix B . The Recognition Awards cost just over £1,000 as did the Length of Service Awards. The remainder of the budget was spent on the buffet lunches for each quarter to celebrate their achievements and so CMT and Councillors could engage with the winners to congratulate																		

them in person.

3.	REWARDS										
3.1	<p>Winners were given the choice of a selection of rewards. As can be seen from the below, a £25 shopping voucher of their choice was the most popular option followed by a day's annual leave.</p> <div data-bbox="320 600 1257 1173"><p style="text-align: center;">Recognition Scheme Rewards</p><table border="1"><thead><tr><th>Reward</th><th>Count</th></tr></thead><tbody><tr><td>Car Parking Pass</td><td>1</td></tr><tr><td>Charity Donation</td><td>3</td></tr><tr><td>Day A/L</td><td>13</td></tr><tr><td>Voucher</td><td>16</td></tr></tbody></table></div>	Reward	Count	Car Parking Pass	1	Charity Donation	3	Day A/L	13	Voucher	16
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3.2	<p>Those celebrating a work anniversary were given a choice of a voucher or making a donation to charity (as per the table in 1.10). The breakdown of the length of service awards chosen for the 12 month period of the Scheme is as follows:</p> <div data-bbox="325 1395 1294 1973"><p style="text-align: center;">Length of Service Awards</p><table border="1"><thead><tr><th>Award Type</th><th>Value</th></tr></thead><tbody><tr><td>Charity</td><td>£195</td></tr><tr><td>Vouchers</td><td>£905</td></tr></tbody></table></div>	Award Type	Value	Charity	£195	Vouchers	£905				
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4.	REWARD WINNERS' FEEDBACK										

4.1	After award winners had collected their certificate at the staff briefing, attended the award winners' lunch and had received their rewards, they were asked to complete a short survey. Appendix C gives a full breakdown of the responses to the survey.
4.2	It will not be surprising to learn that the responses to the survey were overwhelmingly positive. All respondents were pleased to win an award and think that the Scheme is a good initiative. The majority said that an award increased their motivation and were pleased with the reward they received. Among other comments, staff thought the best thing about the Scheme was being recognised and appreciated for their hard work.
5.	STAFF FEEDBACK
5.1	After the final quarter of the Scheme, a staff survey was administered to ask the wider staff body what they thought of the Scheme. Appendix D gives a full breakdown of the responses to that survey.
5.2	Almost two-thirds of staff agree that the Scheme has a positive impact on staff morale and helps show that the Council values the good work of their staff. Asked directly whether the Scheme has a positive impact on their motivation levels (which was one of the original aims of the Scheme) a little over a third of respondents agreed with this while 30% of respondents were undecided and just under a third were in disagreement.
5.3	61% of respondents agreed that they would like to see the Recognition Scheme continue with only 14% disagreeing.
5.4	The majority of staff thought that basing the Scheme on the core values worked well although some commented that they would like more flexibility around when staff could be nominated for the core values (for example, not to be constrained by a particular core value each quarter). 41% of staff said that the Scheme has increased their awareness of the council's core values.
5.5	The length of service awards were perhaps a little more controversial. While 43% of staff agreed that they had a positive effect on staff morale, 19% of respondents disagreed. Comments on this specifically suggested that the value of the reward was not high enough in comparison to the length of service and some staff felt aggrieved that they had been here a long time but were not due one for a while as they were either side of a 5 year milestone.
5.6	There were lots of comments from staff saying that they liked the

	<p>Scheme as it acknowledges, recognises and values the work that they do. They like the fact anyone can nominate anyone and that CMT and other areas from across the council get to hear about good work being done in different teams.</p>
5.7	<p>Suggestions were also made regarding how the Scheme could be improved. Some responses didn't like that the Scheme is confined to the core values and thought staff should be able to be nominated for good work across the board. Some felt that the awards should be reserved for extraordinary pieces of work and not just "doing their day job". There is also a perception that individuals from the same teams win each time and that if people's managers don't engage with the Scheme, their staff are less likely to win an award.</p>
6.	LOOKING FORWARD
6.1	<p>As can be seen from the feedback from award winners and the wider staff, the Recognition Scheme has been generally well received and the majority of staff (61%) would like it to continue. Also 41% of staff acknowledged that the Scheme has increased their awareness of the core values.</p>
6.2	<p>Going forwards, the Staff Recognition Scheme could be a useful conduit to assist with the Transformation project agenda. With a new competency framework on the horizon, each quarter of the Scheme could still be centred on the core values but could also ask for nominations to allude to a specific competency from the new framework. This would help staff become more familiar with the competencies and help embed them into the organisation.</p>
6.3	<p>The Scheme could also be used to focus on rewarding behaviour that is seen as consistent with the new way in which the council will operate. Staff who win awards could be those who are embracing new operating models or ways of working thereby showing others the kind of behaviours that they should be exhibiting. One of the aims of the Recognition Scheme is to reinforce desired behaviours and this can be reaffirmed in the next iteration of the Scheme.</p>
7.	OPTIONS
7.1	<p>Option 1: Stop the scheme. Do not restart the Scheme and communicate to staff that it will not be returning. This would make a saving of £2,000-£2500 per annum and free up a little more resource from the HR team (around 12 days per annum). There is a risk that this may act as a de-motivator to a staff who are already concerned about pending job losses.</p>
7.2	<p>Option 2: Restart the Scheme in its current form. Restart the Staff Recognition Scheme and open the nomination window for new</p>

	<p>nominations for one (or all) of the existing core values. Continue to nominate in the same way, keep existing prizes as they are and award certificates in the staff briefing. Retain the award winners' lunch to allow staff, senior leaders and Cllrs to network. The budget would be around £2500 per annum. Based on the current staffing, the length of service award payments that would be made over the next two years would be £940 and £1360.</p>
7.3	<p>Option 3: Restart the Scheme in its current form and amend it as the new competency framework is published. Restart the Staff Recognition Scheme with a view to introducing additional elements as the new competency framework comes into being. Largely as above but with a view to helping embed the new behaviours as they are published.</p>
7.4	<p>Option 4: Wait until the new competency framework is published and then re-launch the scheme. The Scheme could be relaunched alongside the new competency framework in an effort to help embed it into the organisation and engage staff with the new required behaviours. Current projections suggest that this could be in place by June 2018. Length of service awards may have to be back-dated to September 2017 as was the case when the scheme was initially launched to ensure people are not missed during the gap. Staff may wonder why the scheme has ceased, although this risk could be mitigated by communicating the rationale for the pause in the Scheme.</p>
7.5	<p>Recommendation:</p> <p>It is recommended that Personnel Committee select option 3. This way, staff would be reassured that the Recognition Scheme will continue and it can be adapted when the new competency framework is in place.</p> <p>Additionally, it is recommended that the award winners' lunch is removed from the scheme as this would offer a saving of £450 per annum.</p> <p>This would mean the annual cost of the scheme was reduced to £2050.</p>
8.	LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS
8.1	<p>Legal Comments (DK) – there are no legal implications arising directly out of this report.</p>
4.2	<p>Finance Comments (RH) – the financial implications are noted within the report, i.e. ending the Recognition Scheme would save around £2500 per annum. Maintaining it would cost around £2000 per annum.</p>
4.3	<p>Equalities Comment (ASm) – there are no equality or diversity issues arising as a direct result of this report.</p>
5.	CONTACT OFFICERS AND BACKGROUND DOCUMENTS
	<p>Councillors with any questions arising out of this report should contact</p>

the following officers prior to the meeting

Andrina Smith, Head of Human Resources

Telephone: 01303 853405

Email: Andrina.Smith@folkestone-hythe.gov.uk

Matt Rain, Communications Manager

Telephone: 01303 853247

Email: Matt.Rain@folkestone-hythe.gov.uk

The following background documents have been relied upon in the preparation of this report:

None

Appendices:

Appendix A – Relevant Staff Survey Responses

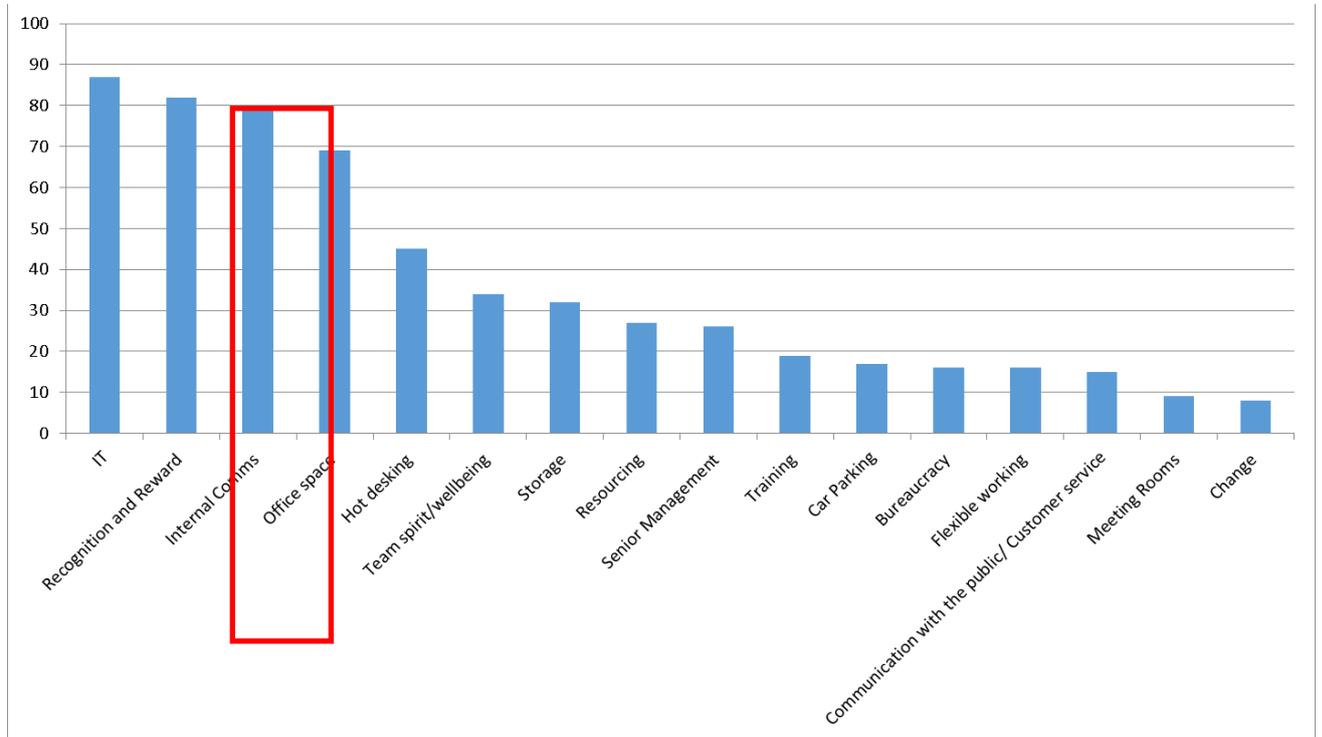
Appendix B – Recognition Scheme Costs

Appendix C – Award Winners Feedback

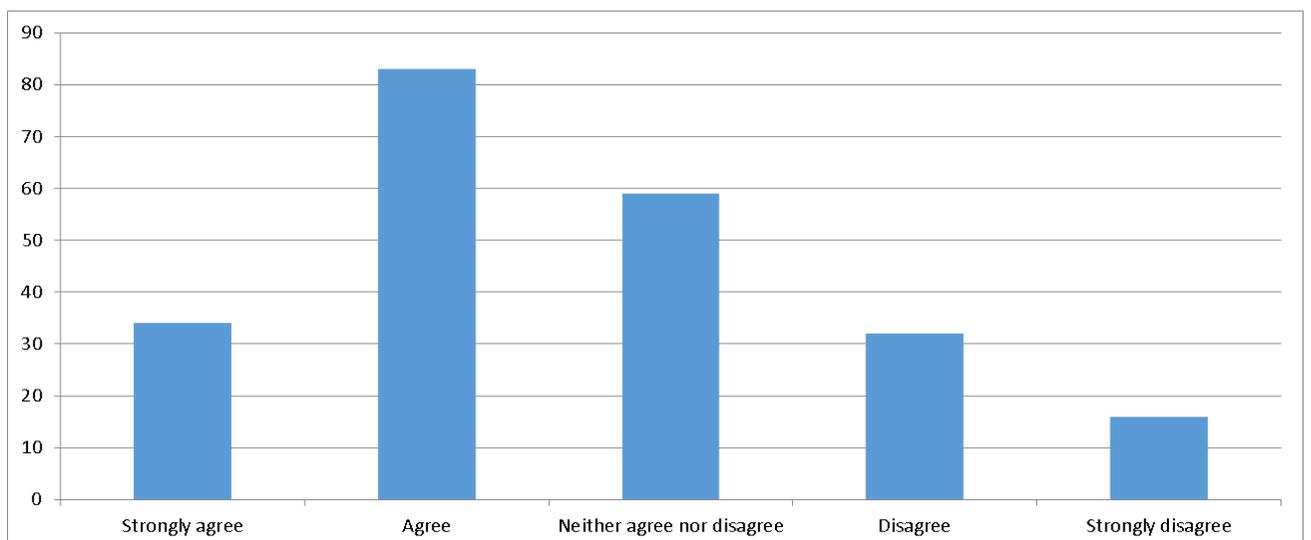
Appendix D – All Staff Feedback on Recognition Scheme

Appendix A – Relevant Staff Survey 2016 Responses

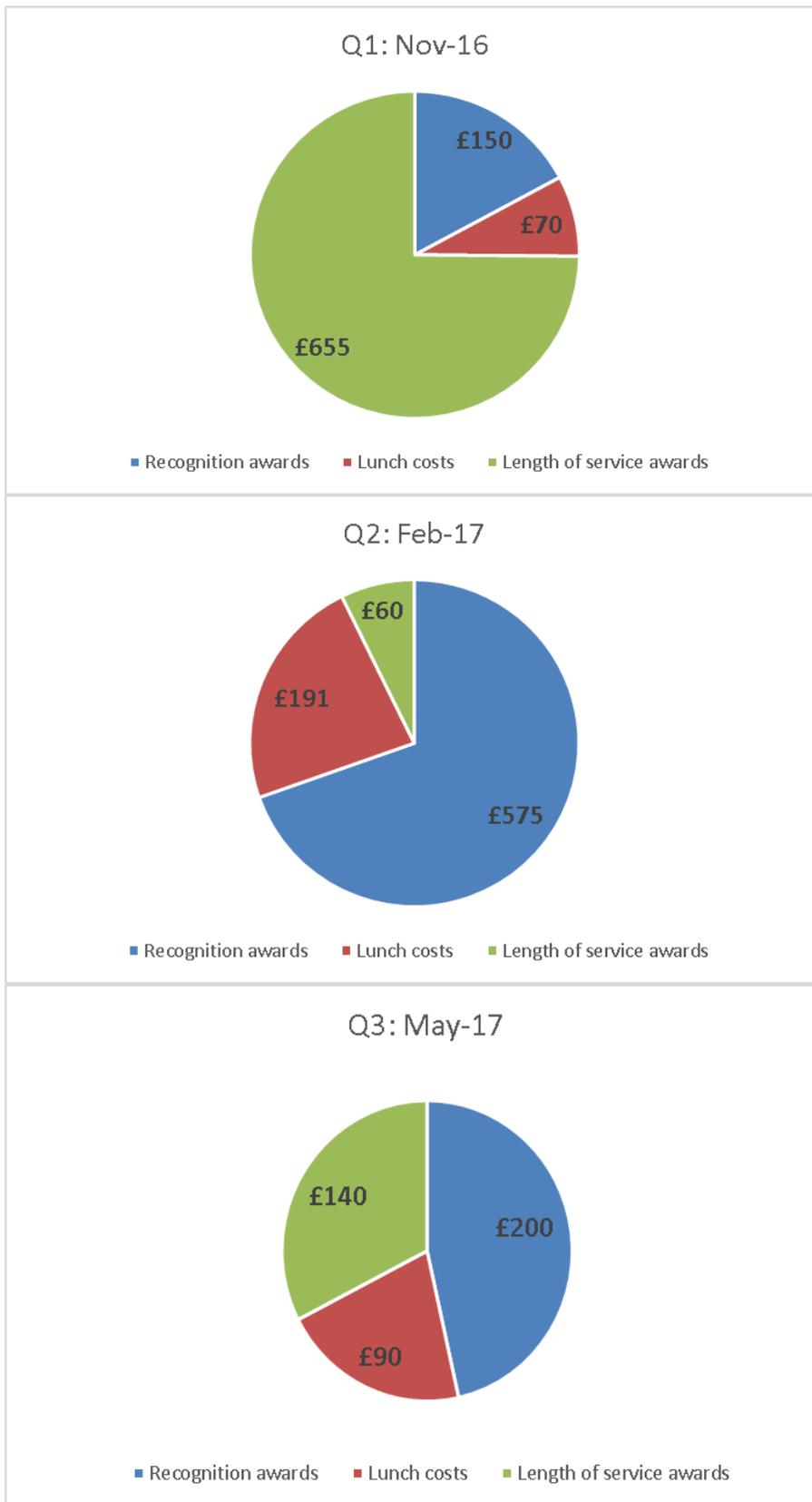
A.1 Categories of responses to the free text question “What do you think SDC could improve upon”



A.2 Responses to the question “In the last 7 days, I have received recognition or praise for doing good work” (ranked 12th out of 12 engagement questions)



Appendix B – Recognition Scheme Costs

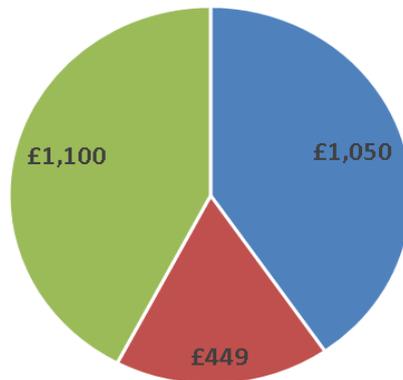


Q4: Aug-17



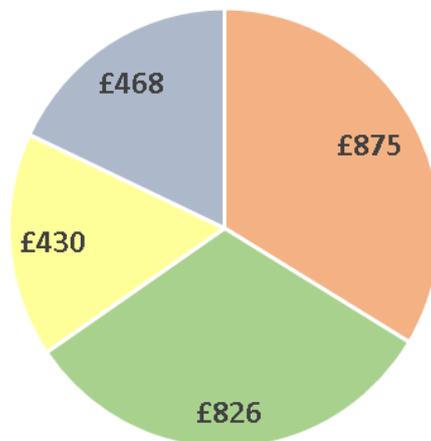
■ Recognition awards ■ Lunch costs ■ Length of service awards

Total (by element)



■ Recognition awards ■ Lunch costs ■ Length of service awards

Total (by quarter)



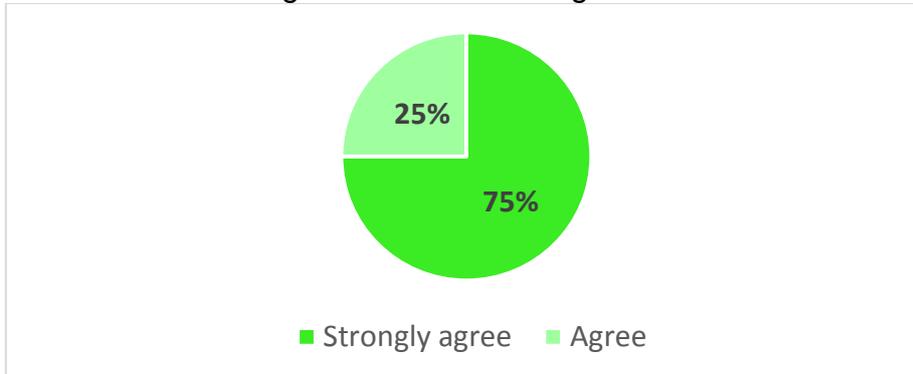
■ Q1: Nov-16 ■ Q2: Feb-17 ■ Q3: May-17 ■ Q4: Aug-17

	Q1: Nov-16	Q2: Feb-17	Q3: May-17	Q4: Aug-17	Totals
Recognition awards	£150	£575	£200	£125	£1,050
Lunch costs	£70	£191	£90	£98	£449
Length of service awards	£655	£60	£140	£245	£1,100
Totals	£875	£826	£430	£468	£2,599

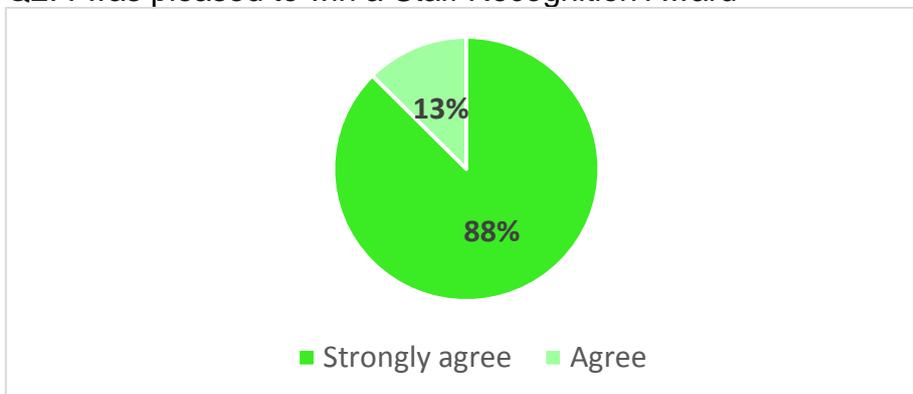
Appendix C – Award Winners Survey Feedback

Number of respondents: 16

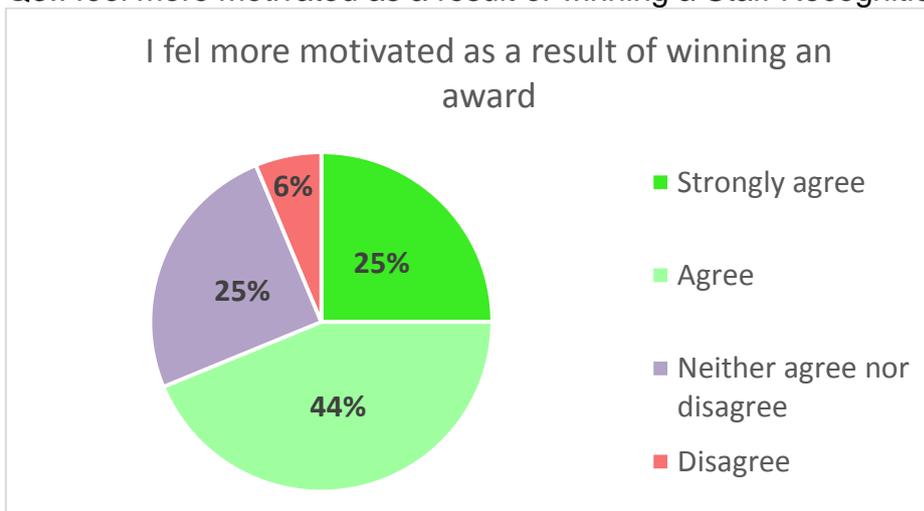
Q1. The Staff Recognition Scheme is a good initiative



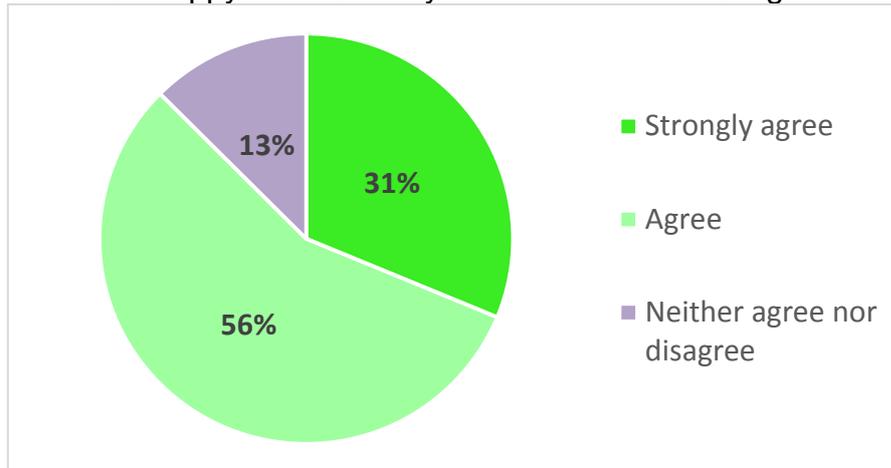
Q2. I was pleased to win a Staff Recognition Award



Q3. I feel more motivated as a result of winning a Staff Recognition Award



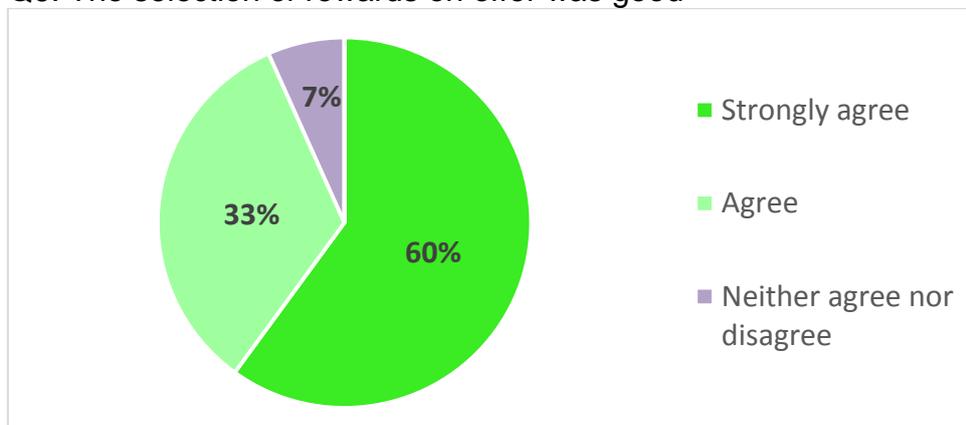
Q4. I was happy to receive my award at a staff briefing



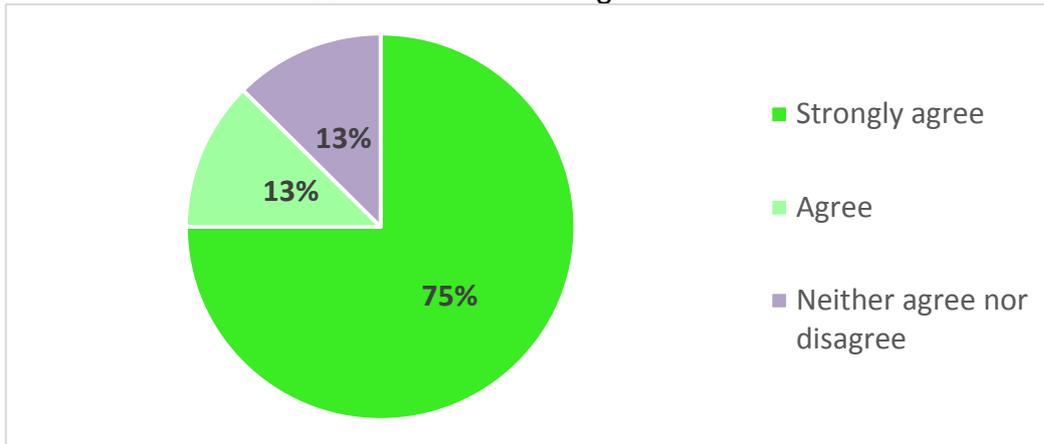
Q5. Is there a different way in which you would have liked to have received your award?

- Great to be recognised so all staff are aware who can hopefully achieve the same success or alternatively nominate a colleague.
- I think it was a good opportunity (although a little embarrassing!) for everyone else at the Council to see who had won and listen to the reasons. I think it is a good way to do it
- I think the current way is the right balance. It gives a chance for other Departments to see who is being recognised.
- I think this way works, it would be nice for the rest of the team to be able to attend but this probably wouldn't be possible unless it was done at 8.30 when we have training time.
- No I think that is the appropriate place.
- No, but some people may be embarrassed about being in front of an audience.
- Unfortunately I wasn't able to attend the staff briefing and got my cert at the lunch, I would have been very happy to have received it at the briefing had I been able to.

Q6. The selection of rewards on offer was good



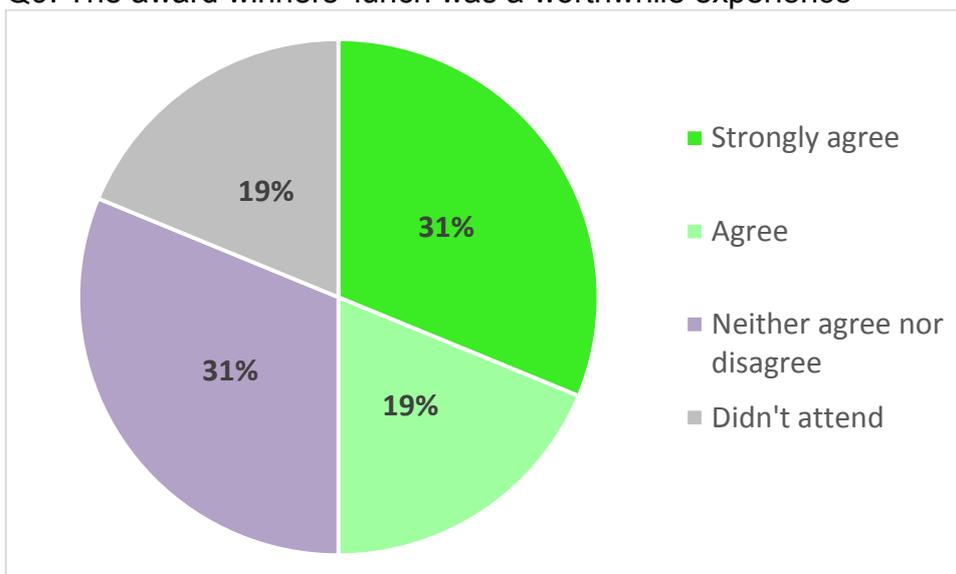
Q7. The reward I chose was worth winning



Q8. What other rewards could have been available to choose from that you might have preferred?

- A days annual leave was the best prize, I don't think there is anything I would have preferred to win
- Can't think of any - seems to be a pretty good spread of rewards to me.
- Grateful and happy to receive what I had selected from the list offered.
- I think that the awards lovely as they are do not represent your worth and felt it would be of more benefit to go to charity
- I think they covered everything.
- I was happy with the choice given
- Subscription to a magazine perhaps or voucher towards -so that you get a reminder every month of what you achieved by receiving the magazine of your choice?
- There was a good selection to choose from

Q9. The award winners' lunch was a worthwhile experience



Q10. What could we do differently about the lunch next time?

- Can't think of any ways to improve it - it was very pleasant thank you.
- Have more seating space, different types of food - hot and cold buffet
- Hold the lunch in a smaller meeting room
- Seating to allow more people to sit together, it was a little difficult to mix with others based on the way the seating was arranged. Some stood and mingled, others sat on the chairs around the outside of the room so it would be good to make the seating closer together with tables.

Q11. What was the best thing about winning a Staff Recognition Award?

- Being nominated by a colleague and being recognised for work over and above
- Being recognised and appreciated
- Being recognised for the good work that has been done.
- Feeling appreciated for hard work
- I guess it's that it makes you realise that not everything goes unnoticed, especially if you are nominated by one of your own team. It is named correctly as it is the recognition that important and it's something that I can be proud of.
- I think it is good practise for other members of staff to know a bit about what you do - that was the part I enjoyed hearing about what others are doing.
- Just nice to know that someone had thought of me and my way of working and made the effort to put me forward.
- My commitment and efforts were recognised
- Receiving recognition for hard work as it can often feel like it is going unnoticed
- Recognition of my efforts over the years being noticed and considered and sharing that with others and knowing that we are all working hard and want to succeed.
- The reward and recognition for doing a good job.
- Thinking and proactively working out of the box rather than sticking to the job constraints. I have only worked in the public sector for 18-months as I worked in the private sector and this scheme has been adopted in other corporate companies. Makes you feel appreciated and your hard work going unnoticed.

Q12. What could be improved with the process of scheme in general?

- I imagined we would be asked to say something
- I suspect that some people are beavering away doing really good work but maybe in quite low profile parts of the council - essential stuff which gets overlooked. It would be good to dig down and uncover these hidden gems.
- It can be embarrassing to stand in front of everyone whilst the recognition award is read out - it would be better to read it out and then ask the person to receive their certificate. Some people do not like to be in the spot light and can find this process very hard, even if it is a nice thing to happen to them.

- It will always rely on other staff finding the time or enthusiasm to nominate someone and if they feel strongly enough about it they will so in this way the right staff should be nominated so I think the system works as it is currently.
- NA - I thought it was done very well
- Unable to think of any points as I understand the budget constraints so to receive this award is a great result.

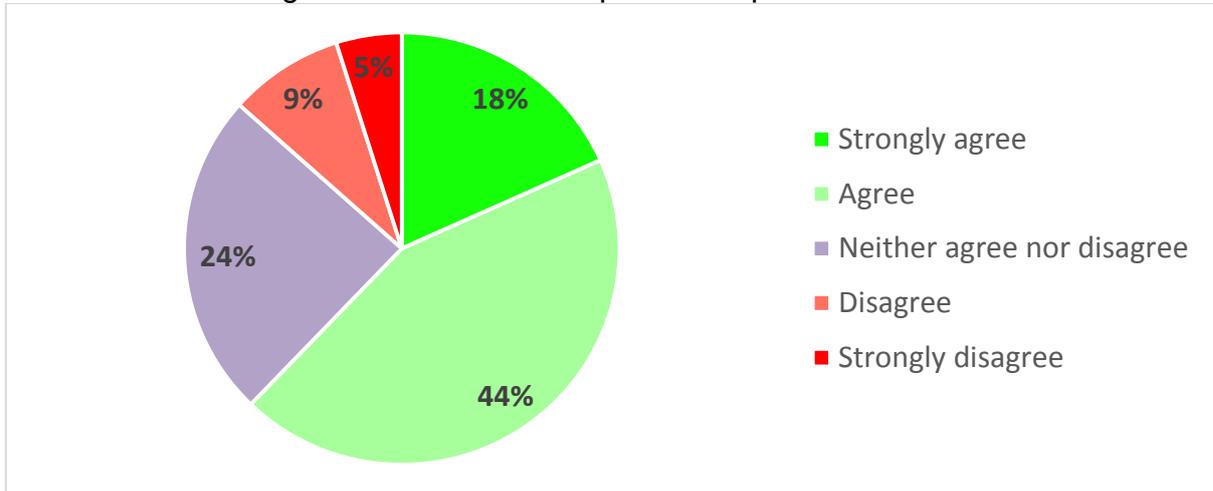
Q13. Any other comments?

- All winners to be on the panel select committee for up and coming Staff Recognition Awards.
- Just thank you.
- Thank you I really enjoyed the experience
- Think it is a brilliant idea and everyone I spoke to at the lunch thought so too.
- Think the photo should be taken with all winners in it.
- Yes - thank you very much. It's nice to be valued!

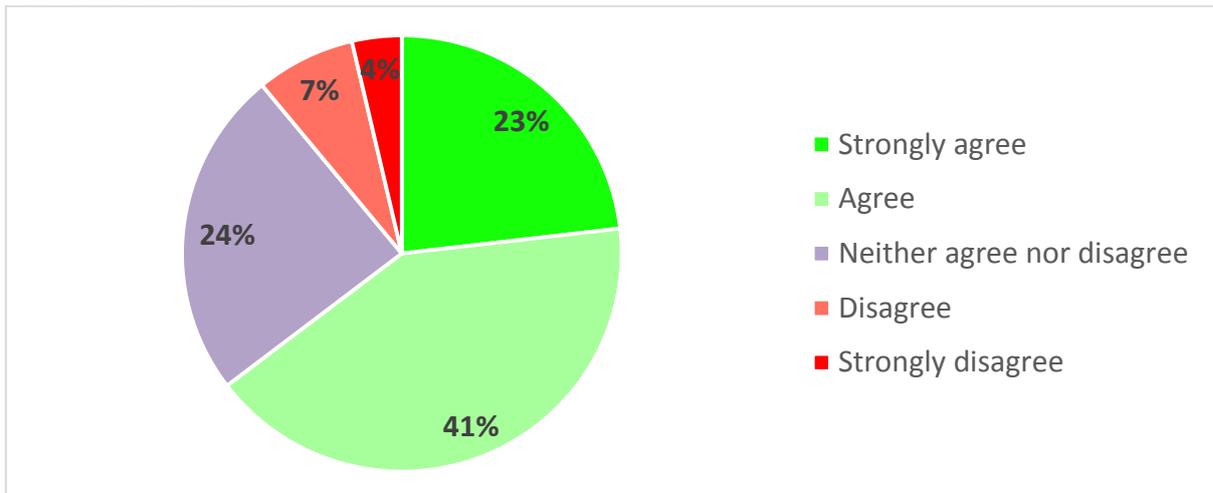
Appendix D – All Staff Survey Feedback

Number of respondents: 82

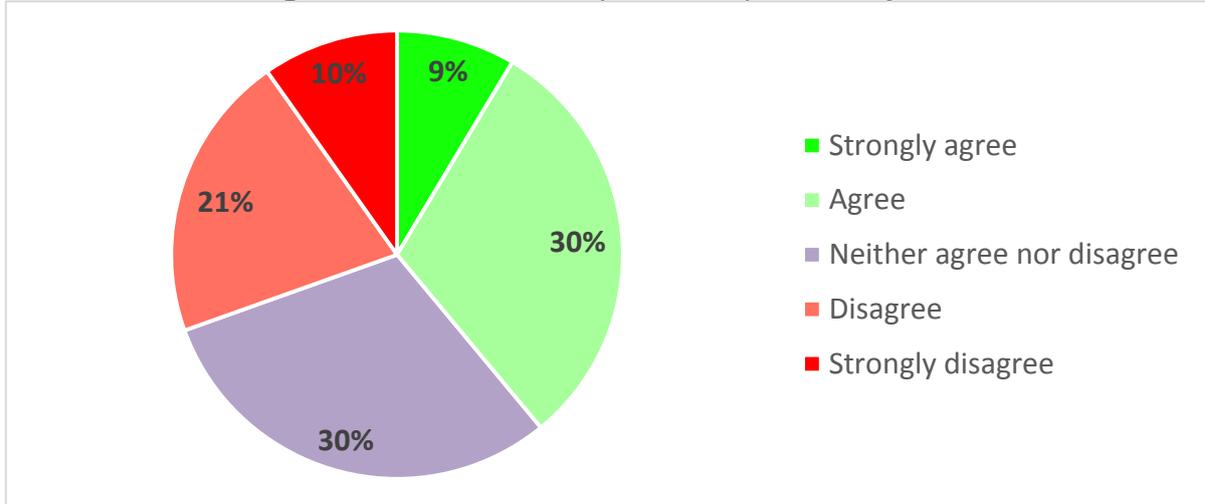
Q1. The Staff Recognition Scheme has a positive impact on staff morale



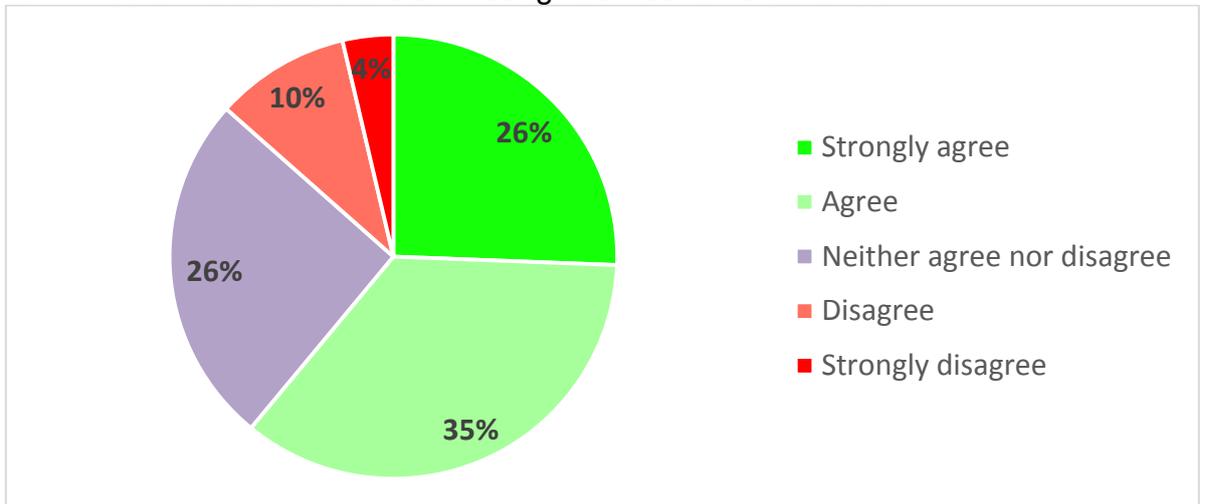
Q2. The Staff Recognition Scheme helps show that the council value the good work of their staff



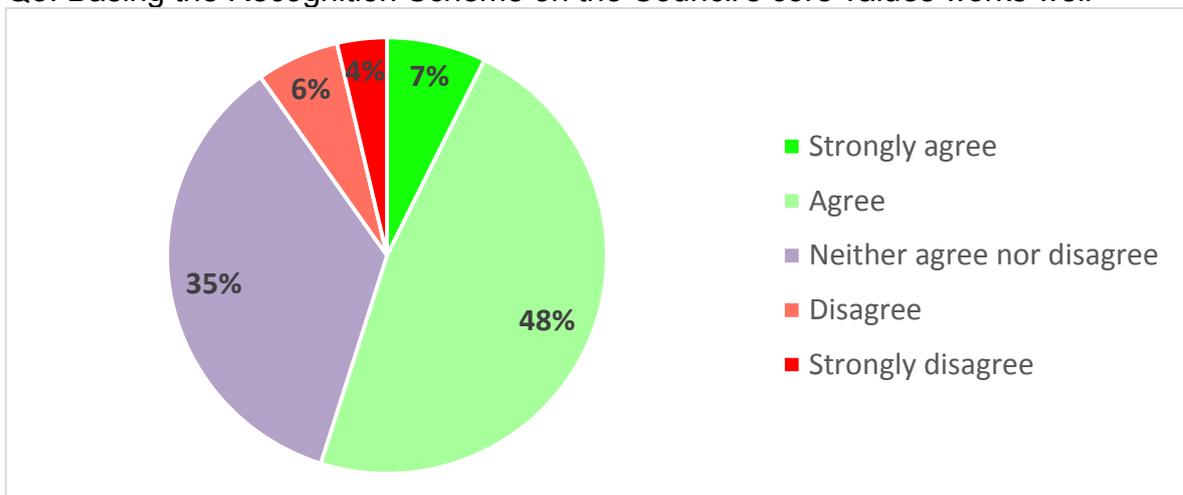
Q3. The Staff Recognition Scheme has a positive impact on my motivation levels



Q4. I would like to see the Staff Recognition Scheme continue



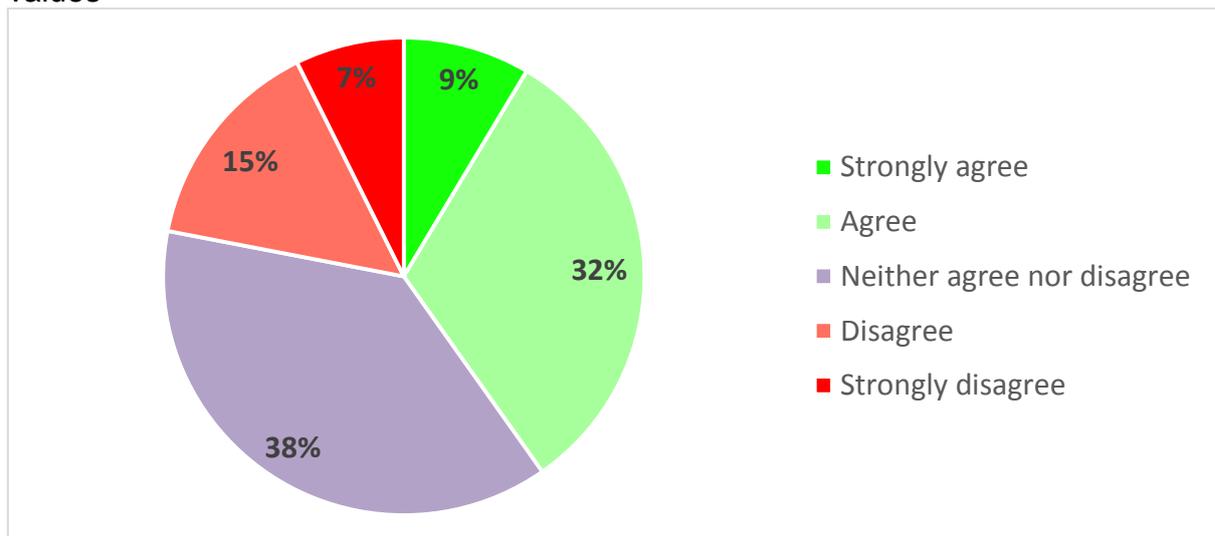
Q5. Basing the Recognition Scheme on the Council's core values works well



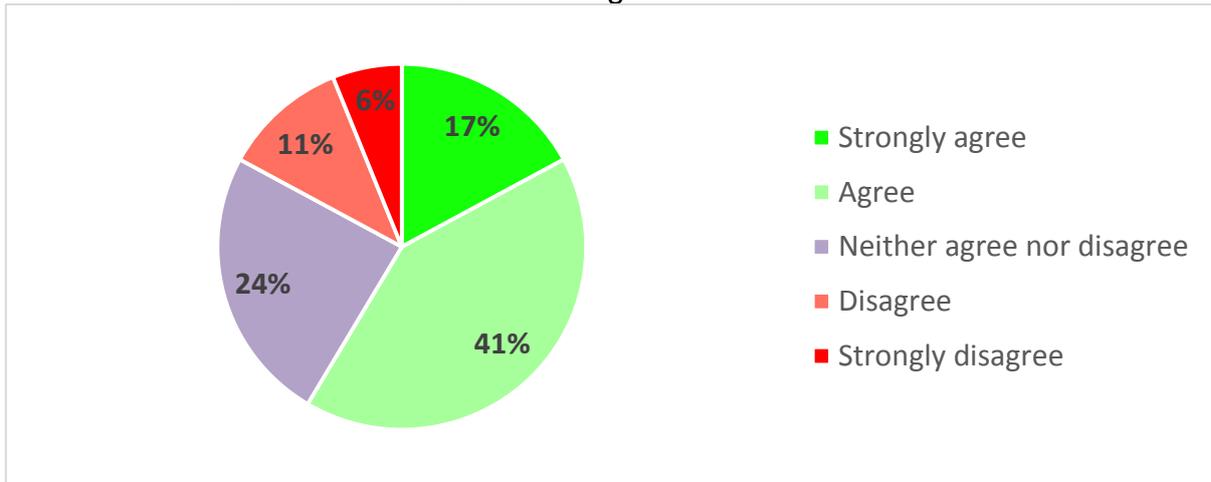
Q6. If you don't agree (that basing the scheme on the core values works well), how could it work better?

- A lot of what we do overlaps more than one core value so it can be difficult to just pick out something someone has done to meet that specific criteria. Perhaps it would work better if asked what has individual/team done particularly well over the past three months and how that work fits into the core values overall
- But better to do all each time ...
- By restricting each quarter to a specific core value, it restricts nominations for staff that could have qualified under a core value which has already passed and will not be repeated throughout the year.
- concentrating more specifically on the role of the nominee and the work that they have put into SDC, the core values do not have to have any relevance.
- I feel if recognition is deserved at a particular time or for a particular piece of work then it should be rewarded at the time rather than wait for the right core value to link it to.
- I think it is difficult sometimes to get nominations for Thinking Ahead... maybe one from each core value each time?
- I think you need to ensure all staff feel they can be part of it. Using the core values seems to favour specific sectors of the council
- Not sure, as some specific job tasks cannot be aligned well with the values
- We all work to different core values, some more and some less to the council's core values.

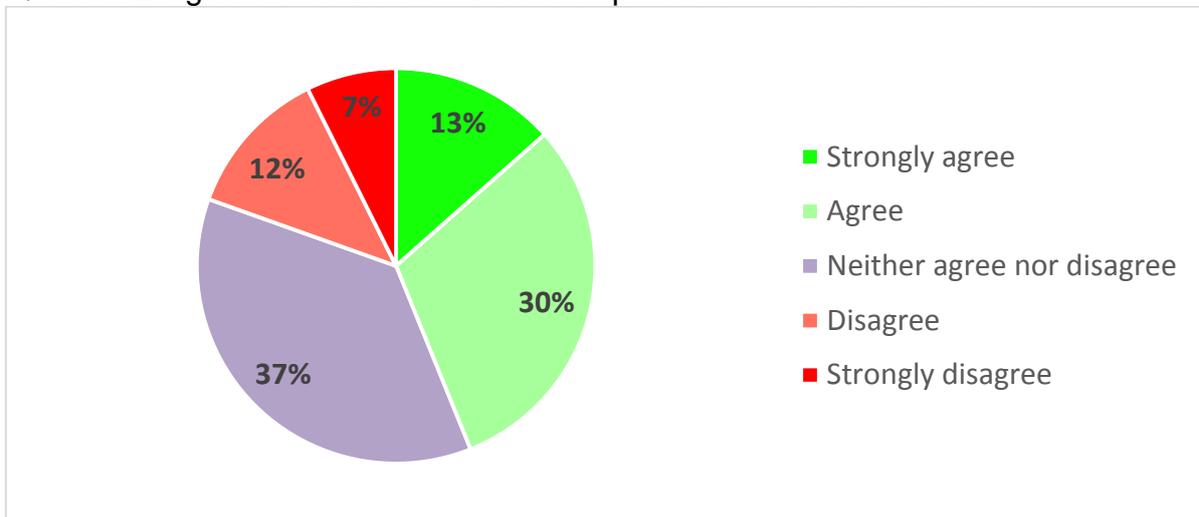
Q7. The Recognition Scheme has increased my awareness of the Council's core values



Q8. The rewards on offer are worth winning



Q9. The Length of Service Awards have a positive effect on staff morale



Q10. If you disagree (that the Length of Service awards have a positive effect on staff morale), please tell us why

- didn't even know they existed
- Even though I am aware that the council has to cut costs, the £25 voucher for 25 years' service is risible. Surely a zero could be added on to the end of these awards.
- I don't disagree with the length of service awards, however it seems a shame that those who are caught in between the 5, 10, 15 years' service are missing out. I really feel for those who have completed 6 or 11 years as they have a long wait for recognition but have already put in a huge amount of work and effort!
- I have been here over 12 years and know little about it
- I hope I'm still here to get mine in when it comes around!
- Mixed feelings. Great idea but for those who have been here a long time but are between 2 milestones do not get recognised.
- not much reward for many years' service
- Personally I feel a bit upset about it. I have work here 27 years and have never had any recognition of long service. I just missed out on the 25 year

one as the scheme was introduced in my 26th year so I felt very disappointed about that.

- There are far more fundamental issues facing staff that overshadow any benefit this may bring, which I think is limited in the first place.
- There was no recognition for staff who had been here longer than when the scheme started
- They are nice to get but so many people now are just worried about keeping any job because we finish one transformation project, WOW and go straight into another. Why would anyone want to commit to staying at SDC when they have the constant threat of restructure and change over their head.

Q11. What do you like most about the Staff Recognition Scheme?

- It makes you feel valued
- Acknowledgement
- Basing the scheme on core values gives the scheme focus and I think that helps create confidence in the scheme: if there's a clear guide of what you could be putting someone forward for, you feel like your input has influence
- Celebrates the efforts of staff who are used to hearing disappointing news at staff meetings.
- Chance to nominate colleagues from any team. So you can bring attention to excellent work that may be missed in the hot desk system.
- CMT and the Leader publicly acknowledge and recognise the incredible work staff undertake for the Council.
- Frequency of quarterly awards. Recognition by the Council of the services delivered by its staff and that it this work is valued and doesn't go unnoticed.
- Gives staff making a difference the chance to be recognised and feel appreciated.
- Good to see people from throughout the organisation considered, not just high-ish profile areas. Gives others a better idea about the overall structure breadth and function of the council.
- I am sure many staff appreciate recognition in this way for good work / good ideas. I like that any member of staff can make a nomination.
- I think it is useful to have a scheme that recognises excellent performance and encourages staff to be the best they can be.
- Interacting with other members of staff you may not network with on a daily basis. Prizes offered and the feeling of self-worth of being valued.
- It does recognise the effect of some staff.
- it happens
- It is a boost to positivity and morale. I get to learn about the good work being done throughout the council in other departments working on projects I might otherwise have not been familiar with
- It is always nice to see a member or team getting recognition for a job well done.
- It is better than nothing although people now seem quite complacent about it

- It is nice that staff have a sense of recognition and achievement and feel that someone feels they are doing a good job.
- It makes people in the team feel valued and respected.
- It promotes good work and rewards effort
- It recognises people's hard work and dedication.
- It shows senior management how great their staff are
- It wasn't there before so it is a step in the right direction.
- It's up to date and staff are able to view
- Knowledge that hard work does not go unnoticed
- Makes people smile and feel appreciated.
- Opportunity for staff to be rewarded for good work
- Other staff hearing about the good work being done and senior management hearing about the efforts that staff have made
- People enjoy getting the awards
- positivity in the workplace acknowledgement of staff contribution, intuitive ways of working, commitment to SDC and the public
- Reading the submissions
- Really aligning recognition to core values.
- Recognises individual and team efforts which would otherwise go unnoticed by other sections within the council.
- Recognising exceptional work as well as length of service awards. Also offering an extra day's leave to those staff on 20 days would be a great help to win.
- Recognising individual success stories
- Rewarding and valuing staff for their hard work
- Sorry to sound a right humbug I do not agree with the Scheme
- Staff are recognised for their hard work and commitment
- that staff are being recognised for the good work
- That staff are recognised for the hard work that they put in day-to-day.
- That staff from any level can be rewarded.
- That the opportunity is there to be identified and recognised for achievements.
- That the work staff do as part of their everyday roles is recognised. It helps reinforce awareness of core values
- That there is one in place
- The announcement of the winners.
- The fact that it is recognised and other staff can get an idea of how loyal the 'long servers' are.
- The rewards offered to staff as a thank you for their work and performance.
- To be honest I really don't know much about it
- You get to hear about what other departments have achieved

Q12. How could the Staff Recognition Scheme be improved?

- A wider range of topics would make it relevant to more people
- add a nomination each time for someone who went above and beyond for their colleagues to be nominated by fellow officers

- Allow nominations based on any of the core values, or a combination of the core values. Allows more people to be nominated by their managers
- Better referrals with supporting evidence to match the values.
- By continuing
- By making it easier to nominate a team or a person; the procedure could be made shorter and simpler to progress i.e. require completion of a 3 bullet point response.
- By making sure the actual appropriate staff receive the award rather than just team leaders/managers
- Cheesy music.
- Consider how different departments could be reached and acknowledged. Lifeline, Grounds Maintenance, Hythe Pool, inwardly facing departments.
- Doing a job because it's your job shouldn't be rewarded... Exceeding what is expected is different. People seem to be rewarded for doing what they should be doing anyway.
- Don't think it needs improving; I think it works well as it is.
- Encouraging more managers to submit responses.
- Even better prizes.
- For an area on the intranet to be created showing all the photos of winners. It's good for staff to be able to reflect on their successes.
- I don't think there is room for improvement it is a great initiative and hopefully this will continue.
- I received recognition many years ago and all staff getting recognition on that day receive a very large box of chocolates as well as the certificate. It added a nice touch.
- I think in the current economic climate all households are on a tight budget and I think the value of rewards should be a little higher to make a real difference to people and motivate people to excel more.
- I think it could be more wide ranging than just being based on core values. For example any work that is done that shows personal improvement or commitment or overcoming a personal work related challenge as sometimes it is difficult to relate this to a specific core value if you want to nominate someone for something. I think an award for managers would be a good addition
- I think it should be available so that anyone can be put forward from someone from every level. Reward for exceptional performance I think would make this more accessible for everyone
- Improved rewards
- Increase the frequency of years recognised. Especially for those who have, for example, been at Shepway for 5 years plus.
- Individual rewards would be more helpful, as my team won an award and was rewarded with a meal voucher, but I was unable to make either meal that the team attended. Maybe every team member could be given a meal voucher?
- It has the opportunity for employees to nominate a close colleague and vice versa.

- It is difficult to say as I work from home most of the time so I come in contact very little with the rest of the organisation.
- Linking to the core values is sensible but I feel there is no need to focus on a different one each quarter. Consider expending for other achievements of staff. For instance there is some great work done by staff for the monthly charity days which could be recognised. Or recognising staff contributing to charitable/community activities outside of work time.
- Make it easier to nominate people. Maybe an additional general category that runs continuously alongside the regular awards to nominate people you come across on a daily basis who make Shepway a great place to work with their friendly, cheerful personality and positive attitude. Maybe "Shepway Stars", "Stars of Shepway" or similar. People who get multiple nominations win. Possibly 2 or 3 nominations from different people? This would make it easier to put forward people from departments other than your own. There are a few staff I see on a daily basis who I would love to put forward but they're not in my department and I don't really know enough about their work to recommend them for one of the other awards. It is more their general attitude and friendliness that makes them great to work alongside and it would be nice to have a category be able to nominate them for this.
- Make people more aware of it
- Make sure a wider group of people get awards - depending on nominations means it's patchy. Do an audit of where awards were given ...
- Maybe a bronze, Silver and Gold award for either saving money for the council, new ideas, initiative used, dealing with difficult situations, recognising the dangers people face in what can be a very threatening environment to work in and maintaining a professional approach whilst risk assessing and keeping to the job at hand. Also, if you have been nominated previously, should a higher reward be given?
- Maybe an award for going the extra mile
- maybe inter-team recognition at a team level
- Now you have started it don't stop!
- Perhaps have an award for each service area/team
- Perhaps it would work better if asked what has individual/team done particularly well over the past three months and how that work fits into the core values overall
- Perhaps some factors in staff members being nominated could link in with staff's 121's/matrix results/performance/quality results. Surely if a staff member continually has a high level of results in these fields, they should receive some form of recognition from CMT for this.
- Some managers / staff are probably more likely to put people forward for an award than others. A short session could be given to managers/ staff to get them thinking when it might be appropriate to nominate someone for an award and to raise the profile of the awards.
- Staff or groups only win if they are nominated. A lot of staff are doing brilliant work without having a manager or colleague who wants to put the

time and effort in to do a lengthy nomination. I feel if the scheme was to continue the same people would be nominated again.

- The cases need to be extraordinary pieces of work. If it is in your job description I do not think individual recognition is good for staff morale. Plus, some submissions of going over and above have been lost to what seems to be people doing their day job well. The process is very subjective. Maybe submissions should be put in to a survey monkey anonymously and the staff vote 1 - 5 on the different submissions anonymously, the highest score gets the award. Everyone has had their say and little is left to interpretation.
- The same people seem to be nominated and win each time - make it easier for different people to win.
- The way they are judged could be improved. Giving clearer example and encouraging support services to apply as there is an obvious bias to front line services and very little nominations/awards to support services.
- There may be mileage in a general team/department spotlight. Every so often take a unit and ask them if they want to do a 5-10 minute spotlight to show how they help the council and show what they do and how it links to core values. They may say no, not like standing up etc., but they are being included and given opportunity.

Q13. Any other comments?

- I do not believe senior managers should be included in the scheme
- Above all, being recognised for work and efforts carried out is very important and it would be great to see this continue. It's a valuable tool to keep staff feeling valued. Well done :)
- Although I agree with the staff recognition, it does have a negative effect when staff who work really hard do not get recognised.
- Can the reminder for submissions come out a bit quicker, it generally gives a week but 2 would be better
- Don't lose it. The transformation project will need to staff on side, we want to keep rewarding and acknowledging those that are instrumental in its success and future.
- I am disappointed that what could have been a great incentive scheme to boost the very much needed staff morale has not been used or developed in the correct way. Those in higher positions have clearly failed to see the benefit of what this could mean to their teams and how best to support staff and due to this it is not seen as important enough to continue. There has been absolutely nothing done about team away days and more appearance around the office by CMT. Some Heads of Service deemed a 'working buffet lunch' acceptable as a team building away day!
- I moved from a neighbouring local authority just over a year ago that made almost no effort to recognise the work of its staff. It was a breath of fresh air coming to Shepway. I think also, in light of the Transformation Project and inevitable changes that will be associated with that; it is important to have something that gives something back to staff.
- I think you need to be mindful that the scheme doesn't demotivate staff who have worked hard and are not recognised. Maybe in the staff updates we

could highlight staff have done well. Performance updates could help keep staff focussed.

- It is the same teams/individuals getting the award it does not reflect across the Council the good work staff carry out on a day to day; year on year basis. As most are front line, most back office staff will not get a look in but they are cogs that form the wheels that gets the job done - we are one team
- More anonymity for those making a nomination.
- Same manager receiving awards by taking credit for ground staff's hard work. It's very sad but true.
- Some staff may feel demoralised as they haven't won an award but who know they are equally deserving particularly those who are not in the limelight who are quiet and just get on with it; this is the main concern I have re the scheme.
- The scheme had a negative effect on my team, as I nominated them but they were not successful due to the large number of nominations. This has not helped with morale. If the scheme continues, it will lessen the meaning of being recognised.
- This scheme only seems to be used by the few.