



**Drumchapel
Housing**

Co-operative Limited

Reward and recognition policy

Approved by the Board
Latest review date

November 2017
March 2019

1. Introduction

- 1.1 It is widely acknowledged that both reward and recognition have equally important roles to play in terms of attracting and retaining well motivated and high performing staff team. Indeed, Remarkable (formerly known as Investors in People) acknowledge the part that a formal reward and recognition system has to play in meaningful staff development to help the organisation and its people be the best they can be.
- 1.2 This is the Co-operative's first formal statement on reward and recognition. It has been developed to provide a transparent framework within which reward and recognition can be fairly and consistently applied to all staff. It has been developed in consultation with staff.

2. Reward and recognition – basic principles

- 2.1 Studies show that employee morale significantly increases when employees feel that their contribution is valued. Most people are not motivated by money alone; employees want to feel appreciated, recognised and valued.
- 2.2 Staff members receive informal recognition of a good achievement or a “job well done” from colleagues and managers on an *ad hoc* basis – the Board also acknowledges achievement more formally. Our culture is to give praise and recognition when this is due; any specific acknowledgement by the Board is minuted and fed back to the staff member(s) and achievements are also recognised at team meetings.
- 2.3 In addition to feedback, whether it be formal or informal, this policy outlines steps taken by the Co-operative to provide tangible recognition.

3. Legal, contractual and regulatory framework

- 3.1 The Co-operative is seeking to be a full member of Employers in Voluntary Housing (EVH) and we therefore plan to adopt their Terms and Conditions on Employment (T&Cs)¹. These are reviewed from time to time and take account of any new or changing legal requirements placed upon the Co-operative as an employer. The T&Cs, together with any agreed variations, form the basis of the contract between the Co-operative and its employees. In the event of a

¹ At the time of writing, the Co-operative is considering joining EVH as full members from 1 April 2018 (we are currently associate members). In the event that we remain associate members, this policy will be amended in early 2018/19.

conflict between this policy statement and the T&Cs or legal requirements, the latter will prevail.

3.2 In addition, the Co-operative is required to observe its policy on entitlements, payments and benefits which, in relation to rewards and recognition, means that we cannot allow any benefits or payments outwith the contract of employment. The individual elements of section 5 are therefore permissible, implicitly or expressly, within the contract of employment or any agreed variation.

3.3 In line with the above, rewards and/or recognition cannot be monetary.

4. Equality and diversity

4.1 The Co-operative's equality and diversity policy, which was approved by the Board in April 2017, outlines our commitment to promote a zero tolerance to unfair treatment or discrimination to any person or group of persons, particularly on the basis of any of the protected characteristics². This includes ensuring that everyone has equal access to information and services and, to this end, the Co-operative will make available a copy of this document in a range of alternative formats including large print, translated into another language or by data transferred to voice.

4.2 We are also aware of the potential for policies to inadvertently discriminate against an individual or group of individuals. To help tackle this and ensure that it does not occur, best practice suggests that organisations carry out equality impact assessments to help identify any part of a policy that may be discriminatory so that this can be addressed (please see section 6 of the equality and diversity policy for more information).

4.3 In line with section 6.2 of the equality and diversity policy, the Co-operative will apply a screening process based on that recommended by the Equality and Human Rights Commission to ascertain whether each policy requires an Impact Assessment to be carried out. The screening process was applied to this policy and it was decided that an impact assessment is not required.

² The Equality Act 2010 identifies the "protected characteristics" as age, disability, marriage and civil partnership, race, religion or belief, gender, gender reassignment and sexual orientation.

5. Rewards and recognition at Drumchapel

5.1 The Co-operative has an excellent staff team, particularly frontline staff, and this is borne out by the continually very good customer satisfaction results as well as performance in relation to key performance indicators. Staff are encouraged to act on their own initiative and there is a genuine feeling that the Co-operative is a great place to work. This high level of performance would be evident with or without additional rewards and recognition.

5.2 Notwithstanding the above, the following is available to all staff:

a) All full-time staff receive 25 days' paid leave per year, in addition to the EVH public holidays (currently 15 days per year). This is pro rated for part-time and/or temporary staff. In addition to this, all staff are entitled to the following additional leave in recognition of long service:

After 5 full years' continuous service	→ 1 extra day; total 26 days
After 10 full years' continuous service	→ 2 extra days; total 27 days
After 15 full years' continuous service	→ 3 extra days; total 28 days
After 20 full years' continuous service	→ 4 extra days; total 29 days

It should be noted that a full years' service is measured on 1 April of the relevant leave year. This means that someone with a start date of 15 November 2012 would attain five full years' service on 1 April 2018.

It is important to note that the above arrangements apply to all staff joining after 1 October 2016. Staff joining prior to this date have a contractual agreement with the Co-operative to attain up to five additional days' leave after nine years' service, and **this will continue to be the case so long as these staff members have continuation of service.**

- b) The Co-operative has negotiated a special rate with the Glasgow Club for access to all gyms, pools and a large number of classes across 26 venues in the city for Board, staff and all residents. The rate is lower than the standard corporate rate and is available to any staff member on production of a wage slip or similar. Any staff member taking advantage of this offer is required to put an entry in the entitlements, payments and benefits register.
- c) The Co-operative has a very proactive approach to training and further education. Any staff member wishing to access training or education for career progression is encouraged to discuss this with their line manager.

Reward and recognition policy

d) Subject to there being sufficient cover during office opening hours, staff work flexible hours and are able to take up to 1½ days off each month.

5.3 Feedback on how the above rewards and recognition are working in practice will be sought periodically from staff at weekly staff briefings and can also be raised during the monthly one-to-one sessions.

6. Review

6.1 This policy will normally be reviewed every three years or earlier if required by legal, regulatory or best practice requirements. However, as this is a new policy, we will carry out the first review prior to March 2019. Staff should be aware that this policy is non-contractual and the Co-operative reserves the right to alter or withdraw it at any time.

7. GDPR Privacy Statement

7.1 The Co-operative will gather and use certain information about individuals in accordance with GDPR. Staff members have a responsibility to ensure compliance with the terms of the privacy policy and to collect, handle and store personal information in accordance with relevant legislation. The Fair Processing Notice (FPN) details how personal data is held and processed with third parties in accordance with relevant policies and procedures.