



## **Policy on Rewards and recognition**

Date approved by Assurance sub-Committee:  
Latest review date:

December 2025  
December 2028

# Policy on reward and recognition



## 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. This was one of the main drivers for the Association introducing its first policy on reward and recognition in 2014 and this contributed to the Association achieving Gold and then Platinum IIP status.
- 1.2 This document was reviewed by the staff team in 2022 and again in 2025. It outlines our current approach in this area.

## 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 Committee also acknowledges achievement more formally. Our culture is to give praise and recognition when this is due; any specific acknowledgement by the Committee is minuted and fed back to the staff member and achievements are also recognised at team meetings.
- 2.3 In addition to feedback, whether it be formal or informal, the Association has a framework in place for recognising the exceptional work done by staff as part of their day-to-day duties. This policy outlines steps taken by Cernach to provide tangible recognition.

## 3. Legal, contractual and regulatory framework

- 3.1 The Association is a full member of Employers in Voluntary Housing (EVH) and we therefore adopt their Terms and Conditions on Employment (T&Cs). These are reviewed from time to time and take account of any new or changing legal requirements placed upon Cernach as an employer. The T&Cs, together with any agreed variations, form the basis of the contract between Cernach and its employees. In the event of a conflict between this policy statement and the T&Cs or legal requirements, the latter will prevail.
- 3.2 In addition, the Association is required to observe its policy on entitlements, payments and benefits which, in relation to rewards and recognition, means

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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 Human rights

- 4.1 The Association's equality and human rights policy, which was approved by the Committee in April 2025 following an earlier comprehensive community consultation, 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 characteristics<sup>1</sup>. This includes ensuring that everyone has equal access to information and services and, to this end, the Association 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 human rights policy for more information).
- 4.3 In line with section 6.3 of the equality and human rights policy, the Association 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 an impact quality assessment was conducted.

## 5. Rewards and recognition at Cernach

- 5.1 Cernach has an excellent staff team, particularly frontline staff, and this is borne out by the continual 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 Cernach is a

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<sup>1</sup> 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.

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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 full years' service is measured on 1 April of the relevant leave year. This means that someone with a start date of 15 November 2025 would attain five full years' service on 1 April 2031.

b) Staff members can apply for a Blue light discount card which is available to workers of housing association under the social care. Remit. Card holders can benefit from exclusive discounts. Membership is paid by staff members at nominal £4.99 fee for two years. Discounts are offered by a range of high street suppliers and online providers. As part of this card, staff can receive discounts on gym membership, which was something Glasgow Club previously offered Cernach employers as part of special rate. Since 2025 this Glasgow Club offer is now only available to NHS workers.

c) The Association is keen to promote health and well-being. In addition to staff being able to have discounted gym membership under the Blue light scheme, the Association during 2025 is working on upgrading the limited cardiovascular equipment in a dedicated room within the office for staff members to use. As well as the gym upgrade, the staff lunch room 'bistro' underwent an upgrade to include new office furnishings and repainting of the area.

d) Cernach HA arranges for fresh fruit to be delivered to the office each week to promote healthy eating and wellbeing.

e) Since 2023 we have improved our workplace benefits package as employees can also make use of a salary sacrifice scheme. It works by allowing employees to exchange part of their salary in return for an employer pension contribution. As their salary is being exchanged, their gross salary is reduced, meaning both the employer and employee don't

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pay National Insurance contributions on the amount exchanged.

- f) The Association 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.
- g) Subject to there being sufficient cover during office opening hours, staff work flexible hours and can take up to 1½ days off each month (pro rated for part-time staff).
- h) Following a request from the staff working group set up to consider rewards and recognition, the Committee has agreed to an annual team building half day, each year organised by volunteers from the staff team.

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

## 6. Review

6.1 This policy will be reviewed every three years or earlier if required by legal, regulatory or best practice requirements. The next review will be in or before December 2028.

## Cernach Housing Association Equality Impact Assessment Tool

Name of the <b>policy / proposal</b> to be assessed	Rewards and Recognition	Is this a <b>new policy / proposal or a revision?</b>	Revision
Person(s) responsible for the assessment	Lindsay Crawford, Corporate Services Officer		
1. Briefly describe the <b>aims, objectives and purpose</b> of the policy / proposal	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. This policy sets out our approach.		
2. <b>Who is intended to benefit</b> from the policy / proposal? (e.g. <i>applicants, tenants, staff, contractors</i> )	Staff		
3. What <b>outcomes</b> are <b>wanted</b> from this policy / proposal ? (e.g. <i>the benefits to customers</i> )	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.		

<b>4. Which <b>protected characteristics</b> could be <b>affected</b> by the proposal? (tick all that apply)</b> <input type="checkbox"/> Age <input type="checkbox"/> Disability <input type="checkbox"/> Marriage & Civil Partnership <input type="checkbox"/> Pregnancy/Maternity <input type="checkbox"/> Race <input type="checkbox"/> Religion or Belief <input type="checkbox"/> Gender <input type="checkbox"/> Gender Reassignment <input type="checkbox"/> Sexual Orientation		
<b>5. If the policy / proposal is not relevant to any of the <b>protected characteristics</b> listed in part 4, state why and end the process here.</b>  All groups are impacted by the policy in the same way and there are no obvious effects of the policy on any group more than another.		
<b>6. Describe the <b>likely positive or negative impact(s)</b> the policy / proposal could have on the groups identified in part 4</b>	<b>Positive impact(s)</b>	<b>Negative impact(s)</b>
<b>7. What <b>actions</b> are <b>required</b> to address the impacts arising from this assessment? (This might include; collecting additional data, putting monitoring in place, specific actions to mitigate negative impacts).</b>		

Signed: **L Crawford** (Job title): Corporate Services Officer  
 Date the Equality Impact Assessment was completed: 25/11/25