



## **Policy on Rewards and recognition**

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

December 2022  
December 2025

# 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 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

# Policy on reward and recognition



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 2021 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 it was decided that an impact assessment is not required.

## 5. Rewards and recognition at Cernach

- 5.1 Cernach 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 Cernach is a

---

<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.

# Policy on reward and recognition



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 2012 would attain five full years' service on 1 April 2018.

- b) The Association 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 Committee, 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 Association is keen to promote health and well-being. In addition to the discounted Glasgow Club membership, the Association provides limited cardiovascular equipment in a dedicated room within the office, and weekly yoga sessions at the end of the working day at a local venue.
- d) 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.
- e) 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).

# Policy on reward and recognition



f) 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 2025.

## Cernach Housing Association Equality Impact Assessment Tool



Name of the <b>policy / proposal</b> to be assessed	Reward and Recognition Policy	Is this a <b>new policy / proposal or a revision?</b>	Revision
Person(s) responsible for the assessment	Anne E Smith		
<b>1. Briefly describe the aims, objectives and purpose</b> of the policy / proposal	To improve organisational values, enhance team efforts, increase customer satisfaction and motivate certain behaviours amongst members of staff.		
<b>2. Who is intended to benefit</b> from the policy / proposal? (e.g. <i>applicants, tenants, staff, contractors</i> )	Staff in the first instance		
<b>3. What outcomes are wanted</b> from this policy / proposal ? (e.g. <i>the benefits to customers</i> )	It leads to greater employee engagement, which increases retention and helps create a more positive overall workplace. It also promotes the employer as an employer of choice and enhances the reputation within the sector		

4. Which **protected characteristics** could be **affected** by the proposal? (*tick all that apply*)

- Age       Disability       Marriage & Civil Partnership       Pregnancy/Maternity       Race  
 Religion or Belief       Gender       Gender Reassignment       Sexual Orientation

5. If the policy / proposal is not relevant to any of the **protected characteristics** listed in part 4, state why and end the process here.

No protected characteristics will be affected by this policy

	Positive impact(s)	Negative impact(s)
<p>6. Describe the <b>likely positive or negative impact(s)</b> the policy / proposal could have on the groups identified in part 4</p>		
<p>7. What <b>actions</b> are <b>required</b> to address the impacts arising from this assessment? (<i>This might include; collecting additional data, putting monitoring in place, specific actions to mitigate negative impacts</i>).</p>		

Signed: A Smith (Job title): Corporate Services Officer

Date the Equality Impact Assessment was completed: 20/05/22

***Please attach the completed document as an appendix to your policy / proposal report***