

<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>POLICY AND RESOURCES COMMITTEE</b>		
<b>DATE:</b>	<b>10 DECEMBER 2020</b>	<b>REPORT NO:</b>	<b>CFO/063/20</b>
<b>PRESENTING OFFICER</b>	<b>PHIL GARRIGAN, CHIEF FIRE OFFICER</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>DEB APPLETON</b>	<b>REPORT AUTHOR:</b>	<b>DEB APPLETON</b>
<b>OFFICERS CONSULTED:</b>	<b>LYNN HUGHES, ORGANISATIONAL DEVELOPMENT MANAGER; ANDY HIGHTON, COMMUNICATIONS MANAGER</b>		
<b>TITLE OF REPORT:</b>	<b>REWARD AND RECOGNITION PROGRAMME</b>		
<b>APPENDICES:</b>	<b>APPENDIX 1: BUSINESS CASE</b>		

### **Purpose of Report**

1. To inform Members of a proposal to procure a “Total Reward” Reward and Recognition Programme that is expected to provide benefits to the authority in relation to staff engagement, embedding organisational values, supporting staff and recognising desired behaviours and good practice.

### **Recommendation**

2. That Members consider and approve the proposal to procure the Perkbox Total Reward programme for one year.
3. That Officers assess the expected benefits of the programme and that the outcome of the assessment is reported back to members via the Scrutiny Committee prior to any extension.

### **Introduction and Background**

4. As part of the Authority’s People Strategy Action Plan and Service Delivery Plan, the Service has been considering ways in which to develop/improve the following:
  - Approaches to reward and recognition to improve staff engagement, morale, recruitment, retention and motivation (Total Reward programmes)
  - Improvements to staff satisfaction/engagement surveys to enable more rapid, tailored and targeted feedback from staff to effect change when it is needed
5. In addition, the Strategic Leadership Team has been considering how they can recognise the challenges staff have faced (and continue to face) during 2020 and the significant commitment they have demonstrated to the Authority and

the community, by showing appreciation of these efforts in a tangible way. This has included considering awarding an additional day's leave to all staff and the procurement of some form of Total Reward package that would make a real difference to staff and their families.

6. Total Reward helps motivate and engage staff and assists an organisation become an employer of choice. These programmes provide opportunities for the Authority to engage with staff in a more dynamic way than is currently available through biannual staff surveys, helping to address positive and negative feedback quickly and effectively to benefit the overall culture of the organisation and improve staff and team performance.
7. Members will recall that the 2019 HMICFRS inspection report for Merseyside Fire and Rescue Service required the Service to work to promote the right values and culture and to ensure its values and behaviours are understood and demonstrated by staff. It is considered that a structured Total Reward programme can provide significant value to the Authority to assist it in achieving this objective.
8. The Recognition and Reward elements of such programmes enable the Authority to identify and acknowledge excellent service and commitment by employees in a consistent way that has the organisational values embedded within it. The opportunity for discounts and wellbeing and financial advice and support helps address the fact that people's performance in work is influenced by their personal life and financial situation, and in the same way as the Authority offers award winning occupational health support to staff, this aspect of a Total Reward programme provides additional support that will help staff to be the best they can be at work.
9. A full business case detailing costs and benefits has been prepared and is attached as Appendix 1 to this report. The business case was approved by the Applications Gateway (part of the Service's applications governance process) on 12<sup>th</sup> November for submission to Strategic Leadership Team on 17<sup>th</sup> November and subsequently approved by the Strategic Leadership Team for submission to Policy and Resources Committee on 10<sup>th</sup> December.
10. The business case considered two providers of similar programmes that can be tailored to MFRSs requirement and branding;
11. When asked for quotations, the lowest price was submitted by Perkbox and as a result, the Chief Fire Officer proposes that Perkbox is purchased for a period of one year to achieve the benefits set out above and in the business case, whilst enabling officers to consider what approach to Reward and Recognition should be taken in the future.
12. An outline of what is provided by Perkbox is provided below. The Chief Fire Officer will consider the extent to which the various features will be implemented:

## **“Recognition and reward**

- Recognition - Encourage the behaviours that achieve your company goals by shining a spotlight on exceptional performance.
- Set company-wide polls to promote friendly competition while drawing attention to outstanding contributions.
- Reward - Send instant rewards from our huge range of big brand gift cards to incentivise goals or celebrate successes.
- Filter the view of recognition being sent to see who’s being recognised where and for what.

## **Employee surveys**

- Customise questions or automate pulse surveys based on our organisation psychology-backed questions library.
- Download reports of your findings. Tell stories with your data through a real time dashboard and benchmark your teams.
- Your results will be displayed in organisational heat maps, giving you a meaningful understanding of the health of all areas of your business.

## **Employee discounts/benefits**

- Free perks Most benefit providers don’t do free perks; it’s what we do best. From Caffè Nero hot drinks to cinema tickets, free movie downloads to birthday hampers, our platform is full of freebies.
- PerksGO Powered by cardlink technology, PerksGO makes saving effortless. Make payments in local restaurants and cafés on your normal bank card and earn back up to 20% of your bill.
- Salary sacrifice schemes Spread the cost of big purchases such as childcare, gym memberships, technology, cars, and bicycles and make big savings on National Insurance contributions.
- Lifestyle discounts Our perks are carefully chosen to support all areas of your employees’ lives, from high street and supermarket shopping, to cinema trips and eating out.
- Employee confidential support line Give your whole company 24/7 access to a confidential support line, or upgrade to a full employee assistance programme (EAP).
- Learning and development resources Empower your people to develop personally and professionally with our choice of free and reduced L&D resources including Magpie Learning and Skills Network.
- Boxx guided workouts Get exclusive access to world class workout platform Boxx and unlock free guided HIIT, yoga and cardio classes.
- Nationwide gym memberships Get up to 28% off memberships at leading gyms, including Pure Gym and My Gym, nationwide.

## **Health support**

- Online GP - Book appointments and speak to a registered GP of your choosing within minutes.
- Prescription deliveries - Get medicines including NHS prescriptions delivered to your home, workplace or local pharmacy within two hours of speaking to GP.”

13. This approach is considered preferable to the alternative of awarding a day's leave to all staff as the benefits last for the whole year (and can be shared with family and friends), there are benefits for the Service in terms of ongoing engagement with staff and it comes at a considerably lower cost than that estimated for providing cover for an additional day's leave for uniformed and Control staff (approximately £95,000).
14. Perkbox takes approximately four weeks to implement.

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### **Equality and Diversity Implications**

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15. A Total Reward programme will provide benefits to all staff in relation to discounts and, advice and support and reward and recognition, but the financial benefits may be particularly useful to lower paid staff during this challenging time.

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### **Staff Implications**

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16. All staff will be able to use Perkbox in whatever way they wish. Strategic Leadership Team hopes that this will include widespread engagement with the staff insight (pulse survey) facility to improve overall staff engagement. It is hoped that this will provide more up to date information than the current staff survey approach and that using Perkbox for a year will allow officers to consider whether the use of pulse surveys is preferable in the longer term.
17. The implementation of Perkbox is not expected to require considerable amounts of staff time as Perkbox provide an account manager to carry out this work. Support will be required from the Corporate Communications team in relation to branding and marketing and staff contact details will need to be provided to set up Perkbox accounts. A limited amount of ongoing work would be required to ensure Perkbox is updated with starters and leavers; this is not expected to be onerous.

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### **Legal Implications**

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18. If approved the procurement of such a service will be done under the provision of a suitable legal agreement

The utilisation of the scheme will only be executed in accordance with the Authority's policies, procedures and legal obligations.

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### **Financial Implications & Value for Money**

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19. The cost for Perkbox is £21,360 for 12 months for 1,000 staff. Any additional staff over 1,000 will be at a cost of £1.78 per person per month.
20. The Treasurer has indicated that the funding for one year can be provided from reserves.

21. The alternative option of giving every member of staff an additional day's leave would cost in the region of £95,000 as cover would have to be provided for uniformed staff.

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### **Risk Management, Health & Safety, and Environmental Implications**

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22. There are no risk management, health and safety or environmental considerations arising from this report.

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### **Contribution to Our Mission: *Safer Stronger Communities – Safe Effective Firefighters***

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23. Engaged staff who feel valued, recognised and rewarded for the job that they do will continue to provide high quality services to the people of Merseyside.

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### **BACKGROUND PAPERS**

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### **GLOSSARY OF TERMS**

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