

**By:** Roger Gough – Cabinet Member for Business Strategy,  
Performance and Health Reform  
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**To:** Personnel Committee

**Date:** 17 September 2012

**Subject:** Celebrating Staff Achievement – ‘Because of You’

**Classification:** **Unrestricted**

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**SUMMARY:** At meeting of the Personnel Committee held on 16 May 2012 a report was presented on proposals for awards that celebrate staff achievement across the Council (One Council approach). This report updates Members on plans and on a new initiative that will further recognise staff achievements.

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## **1. Background**

- 1.1 During tough times it is particularly important to recognise and value staff. Indeed in a recent staff survey that included Divisions across KCC and during Talk to the Top sessions when Directors go out and talk to employees, staff have said that they want their contributions recognised more.
- 1.2 This paper provides proposals on recognising staff contributions and sets out 3 different options for the way in which this is achieved.
- 1.3 All of the options provided come with comprehensive recognition and meaningful reward for teams and individuals, with a real emphasis on fun and choice.

## **2. Objectives**

- Recognise exemplary service and performance of staff
- Demonstrate that KCC values staff and their contribution
- Encourage further exemplar service by staff by demonstrating their contribution makes a positive difference and is recognised by KCC
- Recognise performance in support of the three Bold Steps to help the Kent economy to grow, put the citizen in control, tackle disadvantage
- Showcase outstanding work/service to the wider staff community
- Create a new positive KCC tradition – the employer we want to be
- Ensure that staff recognition is fully embedded and done as part of the way we do things as an organisation
- Introduce ‘Because of You’ campaign / brand as part of staff awards
- Improve the focus of staff recognition as a way of driving even better service delivery through well managed, valued staff.

### **3. Organisation Development and People Plan**

- 3.1 Having employees who are well managed that includes recognising and valuing staff forms part of KCC's Organisation Development and People Plan which sets out how our people will deliver our strategic agenda.

### **4. 'Because of You' Campaign - valuing and recognising staff**

- 4.1 'Because of You' (see Appendix 1) is a new engagement campaign that aims to:
- i. Demonstrate the link between individuals and corporate objectives
  - ii. Acknowledge and thank staff for their contribution
  - iii. Position staff as part of the solution
- 4.2 Last year we focused on the '1234 message' to support the restructure of the council and to provide a mission-based message that was easy for staff to understand. To capitalise on the understanding that was generated during this time it is important that this new campaign is seen as a continuation of the previous activity and not something new. The fourth objective of our campaign is therefore to:
- iv. Reassure staff that our direction hasn't changed and that the 'One Council' ethos is still relevant.
- 4.3 The campaign will be split into three phases running from October 2012 to December 2013 (and beyond if appropriate). Each phase will be given sufficient time to embed before moving on to the next phase.
- 4.4 Through the Because of You initiative, staff will be recognised and their achievements celebrated throughout the year. Recognising staff in different ways will be part of how we do things in Kent and builds on existing initiatives. By having an awards event during phase 3 of the campaign, staff will have been recognised both collectively and individually and are likely to be less cynical about our approach to staff awards and more likely to see the value and get involved.

## 5. Options for Format of Staff Recognition - Summary of options table

In addition to the activities outlined below all options include a formal staff awards event in Autumn 2013 which will be fully integrated with the 'Because of You' campaign (to coincide with phase 3).

| Format option and description   | Timescale  | Benefits   | Drawbacks  | Organisation Risks   |
|---|--|--|--|--|
| <p><b>Option 1 - Localised awards</b><br/> <i>Individuals and teams are nominated and then recognition awards are presented at their place of work by The Leader, Cabinet Member, Corporate Director or Director of that Division</i></p> <p><i>- Total emphasis on recognition</i><br/> <i>- Engraved trophies are presented</i><br/> <i>- A selection of rewards for teams or individuals to choose from</i><br/> <i>- Done within usual work hours (where possible / appropriate)</i><br/> <i>- Electronic media used to share recognition with the rest of the organisation</i><br/> <i>- Other channels of recognition also used (press, radio, etc)</i><br/> <i>- Photos / film of winners put on every PC desktop in KCC and rotated</i></p> | <ul style="list-style-type: none"> <li>Nominations are now open and close on 15.10.12.</li> <li>Judging process Oct / Nov</li> <li>Localised presentations Nov / Dec</li> <li>Further promotion Dec / Jan</li> </ul> | <ul style="list-style-type: none"> <li>Recognises staff and demonstrates a positive response from KCC following EVP survey feedback</li> <li>This format is purely about recognising staff and what they do and is simple and uncomplicated</li> <li>Low cost, reflecting the current economic and organisation climate</li> <li>Low resources needed to deliver (no sponsorship required)</li> <li>It's inclusive – anyone can be given an award as it will in work time at the usual place of work</li> <li>Supports KCC's environmental strategy</li> <li>Element of surprise will cause excitement – use KNet to give this momentum</li> </ul> | <ul style="list-style-type: none"> <li>Pressure on Seniors' time</li> <li>Planning at a local level could be intensive (making sure that person / team are at work and in the right place for presentation)</li> <li>Individuals (as opposed to teams) feeling embarrassed / overwhelmed</li> <li>Presentation appointments cancelled due to other commitments</li> <li>Impact could be reduced through less senior people having to step in at the last minute</li> </ul> | <ul style="list-style-type: none"> <li>Perceived as lack of effort on KCC's part or by some as insincere and not meaningful</li> <li>Lack of wider impact</li> <li>Failure through lack of engagement</li> </ul>   |
| <p><b>Option 2 – Localised awards + Celebrating Staff Event</b><br/> <i>As above plus an externally sponsored event to broadly recognise all staff's contribution</i><br/> <i>As above and:</i><br/> <i>- An externally sponsored event (potentially at Kent Showground) to launch Because of You campaign</i><br/> <i>- No awards, but a broad showcase of staff achievements from across the organisation</i></p>   | <p>As above and:</p> <ul style="list-style-type: none"> <li>Event during December 2012</li> <li>Further promotion Dec / Jan</li> </ul>   | <p>As above and:</p> <ul style="list-style-type: none"> <li>Fully supports launch of Because of You campaign</li> <li>Comprehensive (best of both worlds)</li> <li>We can promote external sponsorship message</li> <li>More inclusive event</li> </ul>  | <p>As above and:</p> <ul style="list-style-type: none"> <li>Cost</li> <li>Resource intensive</li> <li>Excludes those not invited or able to make it</li> <li>Reliance on external sponsorship to make it happen</li> </ul>   | <p>As above and:</p> <ul style="list-style-type: none"> <li>Perceived as a 'Christmas party' or a 'corporate jolly'</li> <li>Has a negative impact on engagement and morale as only for minority – lack of opportunity for involvement.</li> <li>Perceived by staff as something for the chosen few and excludes the majority</li> <li>Seen as a significant spend in time of austerity and cuts (despite strong sponsorship message)</li> <li>Unsuccessful in securing sponsorship</li> <li>Negative press</li> </ul> |

| Format option and description   | Timescale  | Benefits   | Drawbacks  | Organisation Risks   |
|---|--|--|--|--|
| <p><b>Option 3 – Staff award event (branded ‘Because of You’)</b><br/> <i>Individuals and teams are nominated and then recognition awards will be given at a formal evening event with subsequent project to showcase staff achievements</i></p> <p><i>- An externally sponsored evening Award Event with engraved trophy presentation ceremony</i><br/> <i>- A selection of rewards for teams or individuals to choose from</i><br/> <i>- Electronic media used to share recognition with the rest of the organisation</i><br/> <i>- Other channels of recognition also used (press, radio, etc)</i><br/> <i>- Photos / film of winners put on every PC desktop in KCC and rotated</i></p> | <ul style="list-style-type: none"> <li>• Nominations now open and close on 15.10.12.</li> <li>• Judging process Oct / Nov</li> <li>• Awards event early December</li> <li>• Further promotion Dec / Jan</li> </ul> | <ul style="list-style-type: none"> <li>• Tried and tested format</li> <li>• We can promote external sponsorship message</li> <li>• Those who are nominated will feel recognised, engaged and motivated by KCC</li> </ul> | <ul style="list-style-type: none"> <li>• Cost</li> <li>• Resource intensive</li> <li>• Confused branding – ‘Because of You’ campaign and branding not yet launched</li> <li>• Reliance on external sponsorship to make it happen</li> <li>• Does not support KCC’s Environmental Strategy</li> </ul> | <ul style="list-style-type: none"> <li>• Has a negative impact on engagement and morale as only for minority – lack of opportunity for involvement.</li> <li>• Perceived as a ‘corporate jolly’</li> <li>• Seen as being run independent of Because of You campaign – not joined up or linked with corporate initiative</li> <li>• Perceived by staff as something for the chosen few and excludes the majority</li> <li>• Seen as a significant spend in time of austerity and cuts (despite strong sponsorship message)</li> <li>• Unsuccessful in securing sponsorship</li> <li>• Negative press</li> <li>• Failure through lack of engagement</li> </ul> |

## **6. The Award Categories**

- 6.1 Staff and public will be invited to nominate employees who deserve to be recognised and thanked for their work. The aim is to make this as inclusive and engaging as possible for anyone wanting to recognise KCC staff. Nominators will be invited to nominate employees against a specific category or if they prefer simply to nominate individuals and teams for their achievements - we want to make it easy for people. The nominations can be assigned a category at a later date if necessary.
- 6.2 The Awards recognise exemplar performance in the context of the priorities for that year so each year they will capture achievement in business priority areas plus always covering KCC values, competencies & behaviours and professional recognition. At May Personnel Committee Members asked that the categories and numbers of awards be increased in order to further recognise the breadth of staff achievements. The extended list of awards is given in Appendix 2:

## **7. Nomination & Decision Making Process**

- 7.1 Nominations for Awards will be promoted to KCC staff, service users and partners. The nominations are now open and the forms are available via KNet (for KCC staff) (see Appendix 4) and Kent.gov (for partners and public). Managers will not be able to nominate staff within their service area.
  - 1. Stage / Panel 1 – To produce a shortlist of six per category, panel to consist of three CMT / Director representatives and Change Champions.
  - 2. Stage / Panel 2 – To make the final decisions for the winners in each category to consist of CMT/Cabinet representatives.

## **8. The Awards Event**

- 8.1 If the awards event option is chosen, it is suggested that the nominees' CMT member personally telephones staff to inform they have been short-listed followed by a formal invite to the event. For team nominations up to ten representatives may attend, and individual nominees may bring a guest. One nominator for each of the awards winners will also be invited.
- 8.2 The awards will be promoted in a number of ways including in Kmail, Kmag and Knet in ways that capture staff achievements through stories culminating in a day of celebrating achievements.
- 8.3 The awards event could be held at Oakwood and a reservation has been made for early December.

## **9. Rewards and Prizes**

- 9.1 At the May meeting the Committee asked for more innovative, indeed unusual ways of recognising staff both at the awards event and in other ways. The ways this can be achieved are listed in Appendix 3 and in (10) below.

## 10. Additional Recognition

- Desk top pictures every day (rotating)
- Phone call from Leader/Cabinet portfolio holder or Corporate Director (of their Directorate)
- Front page of Knet and Kent.gov and embedded video
- Mentioned on local radio and newspaper

## 11. Financial Implications

- 11.1 Sponsorship is being sought through consultation with the Corporate Procurement Team.
- 11.2 Base costs (applicable to all options and covers all awards and rewards): £9800
- 11.3 Option1 (localised awards + staff rewards): £0 = total of £9,800
- 11.4 Option 2 (localised awards + staff rewards + celebratory event): £15,000 = total of £24,800
- 11.5 Option 3 (staff awards event + staff rewards): £10,640 = total of £20,440

## 12. Summary

- 12.1 The proposals address the objectives of recognising and celebrating staff and KCC achievements, through focusing on key organisational priorities of the 3 bold steps, excellent customer service and living KCC's values, competencies and behaviours through the One Council approach. The proposals provide a far more holistic approach that will recognise staff in greater numbers. **Far from being a one off or occasional occurrence this can form part of KCC culture.**

## 13. Recommendations

- 13.1 Personnel Committee is invited to discuss the three options outlined in the paper and agree which should be adopted for this current financial year.

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## Appendix 1 – ‘Because of You’ Campaign

The campaign will be split into three phases running from October 2012 to December 2013 (and beyond if appropriate). Each phase will be given sufficient time to embed before moving on to the next phase.

### Phase One – October to December

‘Because of you’ – message to the collective workforce acknowledging the importance of what they do and how they are contributing to KCC’s objectives.

### Phase Two – January to June

‘Because of us’ – focus on teams and the difference they make to their service users.

### Phase Three – June to December

‘Because of me’ – celebrating individuals and their achievements.



The campaign will include a number of engagement initiatives such as a new staff suggestion scheme, recognition activities, staff awards, face to face events. All will be launched and promoted using the ‘Because of you’ brand – presenting staff with a clear and simple message. It will rely heavily on managers to support the campaign, lead by example and encourage buy-in from their staff.

## 4. Recognition Initiatives

It is proposed that a number of activities will take place during the course of the campaign:

- Online ‘thank you’s’ – managers and colleagues thanking others
- Handwritten thank you notes from the Leader/CMT
- Case studies of individuals and teams with comments from the Leader/CMT
- Innovation recognised via Eureka! (staff suggestion scheme)
- Jigsaw pieces given to ‘achievers’ which when joined together show the message ‘Because of us’ (event and photo opportunity)

It is recommended that staff awards form part of the ‘Because of You’ initiative and be branded ‘Because of You’. In so doing the intention is to maximize the impact of the campaign activity and to celebrate the achievements of as many teams and individuals as possible.

## Appendix 2 – The Award Categories\*

1. Delivering Bold Steps: Growing the Kent Economy (individual)
2. Delivering Bold Steps: Growing the Kent Economy (team)
3. Delivering Bold Steps: Putting the Citizen in Control (individual)
4. Delivering Bold Steps: Putting the Citizen in Control (team)
5. Delivering Bold Steps: Tacking Disadvantage (individual)
6. Delivering Bold Steps: Tacking Disadvantage (team)
7. Living KCC's Values, Competencies and Behaviours (individual)
8. Living KCC's Values, Competencies and Behaviours (team)
9. Great Idea (individual or team) for service improvement (inc. staff suggestions)
10. Great Idea (individual or team) for reducing costs (inc. staff suggestions)
11. Service Champion (individual) (BSS)
12. Service Champion (individual) (FSC)
13. Service Champion (individual) (ELS)
14. Service Champion (individual) (CC)
15. Service Champion (individual) (EE)
16. Specialist Children's Services Award
17. Apprentice of the year
18. 'Against the Odds' (individual) – Overcoming significant obstacles to achieve and deliver
19. 'Going the Extra Mile' **Top Award** (individual) – delivering excellence in customer service
20. 'Going the Extra Mile' **Top Award** (team) – delivering excellence in customer service
21. Long Service Awards



### Appendix 3 – Rewards and Prizes\*

The idea behind the rewards is to make them fun, enjoyable, give multiple choice and multi-layered to make them and engaging and memorable as possible. Most importantly people feel thoroughly recognised for their hard work.

#### Team Rewards

|   |   |
|---|---|
| <b>A gift for you</b>                           | 1 day annual leave to spend as you wish!  |
| <b>A treat for the team (choice point)</b>      | Team pizzas at Pizza Hut or takeaway!<br>Or<br>Afternoon Tea and cake served in the Leader's office!  |
| <b>A great day out (choice point) up to £1K</b> | A day at Go Ape<br><i>or</i><br>A trip to the theatre<br><i>or</i><br>A team picnic<br><i>or</i><br>A £1000 to spend as you wish, on whatever you want! |
| <b>Something to keep</b>                        | A professionally engraved, glass trophy   |
| <b>Shout about success</b>                      | Mention on local radio and in the local paper<br>Kent.gov and KNet<br>Desktop photos  |

#### Individual Rewards

|  |   |
|--|---|
| <b>A gift for you</b>                          | 1 day annual leave to spend as you wish!  |
| <b>A great day or night out (choice point)</b> | Dinner and overnight stay at Michelin Starred restaurant in Kent (or equivalent)<br><i>or</i><br>Tickets for 2 to a top London show including overnight stay and evening meal<br><i>or</i><br>£250 worth of Amazon.co.uk vouchers<br><i>or</i><br>£250 Red Letter activity day voucher<br><i>or</i><br>Hot air balloon ride for 2 |
| <b>Something to keep</b>                       | A professionally engraved and personalised glass trophy   |
| <b>Shout about success</b>                     | Mention on local radio and in the local paper<br>Kent.gov and KNet<br>Desktop photos<br>Personal phone call from The Leader or your Corporate Director  |

\* All of the above would be offered on the condition that it would not affect normal service delivery – managers will be consulted. If this is the case alternatives will be offered.

## Appendix 4 – ‘Screen grab’ of KNet nomination page

Site Actions ▾  Page Publish Nowowiecki, Kate - CC CE ▾

Status: Checked out and editable.

You are here: → KNet → Our Council → Staff-awards-2012

**The structure of KCC**

- ▶ Our current structure
- ▶ Restructures
- ▶ Our brand and logo

**Why we do things**

- ▶ Our strategies and direction
- ▶ Our values, competencies and behaviours

**How we do things**

- ▶ Our policies
- ▶ Our management guides
- ▶ Ways of working - business as usual

**People search**

First Name:

Last Name:

### Calling all superheroes!

Do you work with a superhero (cape and underpants optional)? We want to know about them, so we can say thank you and recognise their hard work.

You have told us that you would like to see more appreciation and recognition for the effort and dedication that you give, so this is a first step to celebrate our very own heroes.

Maybe you know someone who goes to infinity and beyond to overcome obstacles and deliver for the customer? Or perhaps someone whose great idea has helped to save the day?

Do you know someone who has the power and had made real progress towards growing the Kent economy, tackling disadvantage or putting our citizens in control?

Maybe you know someone who is the best at what they do and who stands for truth, justice and the KCC way?

If your Spider sense is tingling, it's time to nominate. Please take a few minutes to [tell us about your colleagues using this short form](#) and Shazam! we can shine the spotlight on some of the fantastic work you're doing.


If you would prefer to nominate someone for a specific area, please see our list of categories and remember to include your chosen category in the nomination form.

Thank you.

(And thanks to Buzz Lightyear, Mighty Mouse, He-Man, Wolverine, Wolverine, He-Man, Superman, Spiderman and Captain Marvel for their heroic catchphrases!)

Other ways for you to thank your colleagues:

- [Thank you box on News and features](#) page of KNet – [send a thank you message](#)
- E-recognition cards – coming soon!



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