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1. Statement

Ipswich City Council is committed to providing a work environment where employees feel valued and empowered to deliver at their best. To support employees to feel valued, council is committed to providing a culture of reward and recognition for great work, and behaviour that is aligned to our values and Leadership Charter.

2. Purpose and Principles

This directive outlines council's approach to rewarding and recognising council employees and celebrating achievements and performance. The directive sets the tone for reward and recognition to be embedded as part of our everyday practice and provides an overarching approach to guide formal reward and recognition opportunities, procedures, and processes.

Reward and recognition supports an enhanced employee experience, increased motivation, morale, and job satisfaction for employees. It also supports the following benefits for council:

- Exceptional individual and council performance;
- Open communication where feedback is welcomed;
- Attraction and retention of high performing, engaged, and talented employees.

The directive is aligned to iFuture and driven by the People and Culture Strategy 2021-2026, council's values, leadership charter, and employee feedback.

Reward and recognition will be guided by the following principles:

1. Values and outcomes based: We recognise, reward, and celebrate employee behaviour aligned to council's values, and contribution toward our organisational outcomes and services.
2. Considered: The way in which an employee or team are rewarded and recognised to feel valued is considered. There are a variety of meaningful ways to reward and recognise from everyday and informal, to formal opportunities.
3. Timely: Its part of our everyday, where we provide timely recognition and meaningful rewards to individuals and teams informally as well as formally where appropriate.
4. Fair and consistent: Reward and recognition is provided in a fair, consistent, and transparent way.

3. Strategic Plan Links

This administrative directive aligns with the following iFuture 2021-2026 Corporate Plan theme:

- A Trusted and Leading Organisation

4. Regulatory Authority

Local Government Act 2009

Industrial Relations Act 2016 (Qld)

Public Sector Ethics Act 1994

Human Rights Act 2019 (Qld)

ICC Officers Certified Agreement 2018

ICC Local Government Employees Certified Agreement 2018

ICC LGE Waste Certified Agreement 2018

ICC Civic Centre Certified Agreement 2018

5. Human Rights Commitment

Ipswich City Council (Council) has considered the human rights protected under the *Human Rights Act 2019 (Qld)* (the Act) when approving and/or amending this administrative directive. When applying this administrative directive, Council will act and make decisions in a way that is compatible with human rights and give proper consideration to a human right relevant to the decision in accordance with the Act.

6. Scope

This administrative directive applies to council employees and is supported by the Reward and Recognition of Council Employees Procedure.

7. Roles and Responsibilities

- The Chief Executive Officer approves and issues this Administrative Directive to all staff.
- General Managers, Branch Managers, Section Managers, and leaders at all levels are to comply with this directive and should seek advice and support from the People and Culture Branch.
- All employees are required to abide by this directive.

8. Key Stakeholders

- People and Culture Branch
- General Managers
- Branch Managers
- Corporate Governance Branch

9. Reward and recognition approaches

Reward and recognition should be an everyday through to formal approach. This supports providing timely reward and recognition and allows for flexibility with a level of consistency in the way in which reward and recognition is provided.

Reward and recognition approaches include:

- Everyday opportunities to recognise and celebrate great work
- Informal rewards and recognition
- Formal rewards and recognition which includes recognising exceptional performance in line with our organisational values and purpose
- Service recognition where we recognise long serving employees.

All employees play a role in recognising our colleagues, with leaders having an added responsibility to champion reward and recognition and ensure it is embedded across all teams.

10. Everyday approaches

Everyday recognition is an immediate positive response to work performance, behaviour, or achievement. Everyday recognition and feedback is often the most valued due to its timeliness, with the recognition serving to motivate employees.

Everyday recognition is encouraged to be provided by all employees:

- Peer to peer
- Leader to employee and vice versa
- Leader to leader
- Employees or leaders to groups
- Employees to leaders

Everyday recognition may be provided verbally or in writing, privately or publicly, depending on the preferences of the employee receiving the recognition. Examples of ways in which recognition can be provided:

- Saying thank you in person verbally, in private, or in writing by email, card or note.
- Quality conversations and providing feedback:
 - Council uses the SBI (Situation, Behaviour, Impact) model for providing positive feedback. Recognition and celebration of performance, behaviour, or achievements form a part of our day to day way of working. All employees play a role in recognising high quality behaviour and performance in their colleagues. Employees are encouraged to provide recognition to peers and colleagues appropriately and in a timely way.
- Celebrating achievements at team, section, or branch meetings.
- Sharing a Pat on the Back or, for field-based staff on the depot screens, or during Toolbox talks.
- Sharing employee stories with the Internal Communications Officer to celebrate great work that can be published through articles on The Wire, and if appropriate, external recognition may occur with stories published via Ipswich First.
- Opportunities where the CEO or General Managers are providing staff briefings or video updates.

11. Informal approaches

Informal rewards and recognition are used to recognise employees demonstrating council values, or performance toward organisational outcomes or services in an outstanding way.

Informal rewards are more flexible, however are a justified way to provide recognition and reward that serves to encourage employees to continue with outstanding values-based behaviour and performance. It allows recognition to be given frequently and closer to the time of the achievement.

11.1 Valued@Ipswich Certificates

All employees are encouraged to recognise their colleagues, together with leaders recognising their employees outstanding behaviour by presenting their colleagues with a Valued@Ipswich certificate. Recognition should be timely and appropriate, but it does not preclude the same achievement being recommended for more formal recognition. Valued@Ipswich Certificates are available on The Wire.

11.2 Informal celebrations, rewards, and recognition throughout the year

It may be appropriate at times for Branch and Section Managers to have discretion to provide informal celebrations to recognise contributions of individuals or teams. Council employees may be rewarded with an informal celebration, or gift vouchers as a thank you either individually or within their teams, section, or branch.

12. Formal approaches

Formal recognition in Council encompasses both internal and external awards and rewards. These rewards are the highest level of reward and recognition.

12.1 Internal Awards

The ICC Service Excellence Awards recognise and reward significant and outstanding achievement and behaviour of individuals and teams against our values and purpose statement, and performance toward the achievement of council's adopted plans, strategies, and excellence in service delivery.

All employees are eligible to nominate or be nominated for a Service Excellence Award by completing the [nomination form](#) and steps outlined in the *Reward and Recognition Procedure*.

The nominations are assessed against the values and purpose statement at the end of each calendar year by the awards committee. Winners are presented with a Service Excellence Award Certificate and a gift card at dedicated celebrations, together with being showcased as a story on the WIRE.

12.2 End of year celebrations

End of year celebrations are to recognise contributions of individuals or a team. At the end of each calendar year, Council employees may be rewarded with vouchers or gifts as a thank you in a celebration at an event organised at a team, branch, or department level.

12.3 External Awards

Leaders and employees are also encouraged to nominate outstanding work for external awards.

External awards include but are not limited to the following:

- [Local Government Managers Australia Awards for Excellence;](#)
- [Queensland Reconciliation Awards;](#)
- [Queensland Multicultural Awards;](#) and
- [Public Service Medal](#)
- Business area, field, or innovation related awards.

The Reward and Recognition Procedure provides further guidance on external awards.

13. Service Recognition

Council recognises and celebrates employees following 10, 20, 30, 40, 45 and 50 years of service every quarter in advance. A certificate and gift card will be awarded to each employee on the day of, or as close to the date of the milestone, and recognise the length of service in a local celebration.

14. Monitoring and Evaluation

This directive will be reviewed in line with contemporary human resource management and employee and leader feedback. The Annual Employee Experience Survey will be a keyway to monitor the effectiveness of reward and recognition.

15. Definitions

INCLUSION: Inclusion is the way an organisation's culture, values, workplaces, and behaviours make a person feel valued, included, and able to participate fully. It relates to a work environment where all people are treated fairly and respectfully, with equality of opportunity.

EMPLOYEE: Any person employed directly by Ipswich City Council, regardless of their employment status and contractors undertaking duties on behalf of Council.

16. Related Documents

[Long Serving Employees Procedure](#)

[Processing of Employee's Resignation, Retirement or Completion of Employment Procedure](#)

[Gifts, Benefits and Hospitality Policy](#)

[Good Governance Policy](#)

[Employee Code of Conduct](#)

[Diversity and Inclusion Strategy 2018 - 2022](#)

[Reward and Recognition of Council Employees Procedure](#)

17. Administrative Directive Owner

The General Manager (Corporate Services) is the administrative directive owner and the Manager, People and Culture is responsible for authoring and reviewing this administrative directive.