

CORPORATE SERVICES CABINET ADVISORY COMMITTEE – 14 OCTOBER 2015

NO.	SUGGESTION	COMMENT
1.	<p>Appraisals - what is the process? Recording appraisals and system to say 'thank you to staff'?</p>	<p>New Employee Performance Appraisal Policy and forms introduced April 2014, and after consultation with a small group of HOS, it was revised and re-issued in April 2015</p> <p>As part of the review we have been asked to refine the process to include managers and employees identifying where they have made a personal contribution to the Council through innovation, suggestions etc. and to simplify the completion of the forms themselves We have developed our frontline appraisal form to include the ability to do a group / team Appraisal at managers' discretion without removing the opportunity of either manager or employee to use the form as 1-2-1. The Performance Development Review process is now an optional part of the process and implemented at the discretion of the line manager.</p> <p>The online appraisal is being developed with a view implementing a 'live' pilot with Corporate Services Directorate at the end of October and may result in the paper-based version being reviewed for implementation in 2016 in order to ensure consistency.</p> <p>As part of Innovation Programme's work on cultural change we are looking to scope a document which outlines the behaviours expected of a 'Swansea Manager', however this is now being developed by the Innovation Community This may affect the final design of the Appraisal process and the Corporate Competency Frameworks, which may have to be reviewed and redesigned again in 2016.</p>

2.	<p>High priority, Non pay recognition Suggested we look at other authorities to see what they</p>	<p>Developing a Total Reward Package as part of Workforce Programme, reminding staff of the current benefits package i.e. annual leave entitlement, Flexi, pension scheme, maternity package. Looking into introducing a green car salary sacrifice scheme and employee benefits platform for 15/16. Have met with company icom reward and Tusker and now looking at further options and direction for way forward.</p>
3.	<p>How do we reward loyalty? Staff who do not take sick leave? Long Service? Staff who go the extra mile? Staff going above the call of duty? Idea from Councillor Lloyd - Can Heads of depts. put aside some money for rewards?</p>	<p>There are many ways staff loyalty is rewarded including:</p> <ul style="list-style-type: none"> • Incremental progression • Increased annual leave entitlement after 5 years / 10 years service • Long Service Award Scheme (stopped for new employees after 1.4.14) • Staff with 30+ years service receive a letter from Chief Executive and in the past have been invited to tea with the Lord Mayor at the Mansion House • Staff Discount Scheme • Swansea Liberty Stadium tickets are available on ad hoc basis from Communications team – Managers are asked to nominate staff for tickets in recognition of a job well done • Jack’s blog – recognises good work of individuals / team • Staff / teams who do win awards are invited to Council for accreditation • ‘Swansea Manager’ encourages Managers to thank staff for good performance <p>There is no financial award for no sickness although some Services do send staff thank you letters with a small reward (this isn’t consistent across the Council). The annual ‘Service Excellence Awards’ ran up to 2009 and were stopped as cost saving measure</p>

		An Innovation Incentive Scheme is under development to recognise staff for going above and beyond and to encourage staff to come forward with examples of their innovations which can be shared across the Authority.
4.	New Ideas Scheme' or ' Star Suggestion Scheme, how many staff use it? What does the process look like?	One of the 4 innovation task and finish groups working with the Chief Executive is looking at the staff suggestion scheme. IT are developing a new platform and the group are working on a new process to ensure that staff suggestions are considered promptly, suggestions which are turned are challenged and that staff receive feedback. The group are also looking into how suggestions are recognised.
5.	Intranet needs to be kept updated.	Following last September's re-launch of the public website we are now preparing and developing a new Staffnet site. This is due to be launched in the summer of 2015 and the site will be more interactive, informative and self-serve.
6.	How do we engage Councillors more?	Recommendations to engage councillors arising from the corporate culture inquiry include: <ul style="list-style-type: none"> • open invitations to Purple Room events and activities including publicising these activities on councillor micro site. • Enabling observational/shadowing capacity within different Council departments