

CB&PS Achievement Journey
Appendix A

Date	Activity	Outcome/Achievement
March 2009	IIP assessment and accreditation.	CBS receives positive feedback and official accreditation of the standard.
May 2009	Apprentice of the Year Awards 2009.	Acknowledgment of how hard the apprentices work and the positive feedback from mentors, supervisors and managers.
June 2009	Questionnaire sent to supervisors on team briefing process.	Improvements made to the process in line with the feedback given.
August 2009	IIP Action Plan finalised – 8 Areas for Development outlined.	Discussed in Continuous Improvement Group – agreed to look at each area individually.
August 2009	Best Places to Work in Construction survey.	
September 2009	6 new apprentices start in CB & PS. 1 Plumber, 1 Electrician, 1 Carpenter, 1 Bricklayer, 2 Plasterers.	Investment in recruiting apprentices. Helps towards workforce planning.
September 2009	'Workforce' workshop held – Action Plan drafted.	Discussed workloads and closer working.
September 2009	Long Service Recognition.	Acknowledgement of those employees who have achieved 25 years or more service whilst an employee and still in service.
October 2009	Work begins on the Workforce Development Strategy.	Better supported staff with improved knowledge, skills and understanding.
November 2009	Continuous Improvement Group meeting – New members welcomed. Update on training plan for 2009/10 given. Overview of workforce development strategy given. Points 3 & 5 of the Action Plan discussed.	Good cross section of people attending meeting providing ideas for improvement and sharing information.
December 2009	Gas Maintenance team won the Team innovation Award at the Council's Service Excellence Awards.	Confirms the contributions being made to CB & PS's waste and sustainability agenda.
Sept 2009 – Feb 2010	External Body review by APSE (Gap analysis between Swansea and Best Practice throughout Wales.)	Successful APSE review – commended on customer service, IIP, sustainability, innovation and client relationships.
January 2010	New team briefing format launched following consultation.	More relevant team briefing process which incorporates the views of the people who use it.
February 2010	Stores and Purchasing sections attain ISO:9001.	Quality system in place with set procedures being followed which adds value to the business.
March 2010	CBS attain Green Dragon Level 5.	Engages employees in environmental issues in order to analyse the impact our activities have on the environment.
April 2010	Amalgamation of Corporate Building Services with Corporate Property.	Build on existing good working practices and broaden port folio.
July 2010	Simon Robison wins the Council's staff suggestion scheme – Workforce Job Allocation.	Better informed workmen of the requirements of the work via text message.
Sept 2010	2 new Apprentices start in CB & PS – 1 Carpenter and 1 Plasterer	Investment in recruiting apprentices. Helps towards workforce planning.
Sept 2010	Terri Shaw (Waste & Sustainability Manager) wins the 'Go Green' Environmental Award at the Swansea Bay Women in Business Awards.	Recognition of all the positive work Terri has done on Waste Management and her valued contribution, leadership and commitment.
Sept 2010	Process Mapping exercise begins within operational areas.	To re-write processes when new performance management systems are in place.
September 2010	Weekly paid staff transfer to monthly paid	An excellent piece of work, ensuring a very smooth transition for nearly 300 staff.
Oct 2010	Training Plan for 2010/11 approved.	Better trained employees wither through attendance on courses or through mentoring/coaching.
Nov 2010	APSE Short listing in Best Building Maintenance category.	Acknowledgment of the good work that has been undertaken in CB & PS.
Nov 2010	Finalists in the Low Carbon Organisation Award – Sustainable Swansea Awards.	Acknowledgment of the good work that has been undertaken in CB & PS.

Nov 2010	Removal of bonuses/introduction of salaries (2014)	Performance Management working group set up to look at new ways of working
Dec 2010	CB & PS good news stories published.	Reference made to individuals and teams who have made significant contributions in their areas of work.
January 2011	New Business Planning process launched across Authority and adopted by CB&PS in readiness for new financial year.	Draft created covering areas including, sustainability, equality, target setting, customer satisfaction, workforce planning, SWOT analysis, performance monitoring, risk assessment, statutory compliance, managing change, stakeholder consultation etc.
Feb 2011	Housing Repairs Call Centre launch on-line reporting facility.	Enables tenants to report a non-emergency repair when it's convenient to them.
February 2011	Senior management meeting	New business planning process explained and draft finalised.
March 2011	Pilot scheme undertaken on Performance & Development Review Paperwork alongside Organisational Development.	Process being piloted with Public Buildings supervisors. Following the pilot a report will be taken to CMT.
March 2011	Staff retraining	Scaffolders in Response Maintenance
May 2011	Training facility finished.	An area of the depot has been changed into a training facility. Apprentices and employees can use this facility to practice any aspect of their trade.
May 2011	New Business Planning process introduced across authority.	CB&PS plan approved and commended on content.
May 2011	Management workshop (6) – Corporate Update. Managing performance/Change, budget update, management scenarios	To refresh skills and knowledge base.
May 2011	Mentor & Apprentice meetings arranged for Friday mornings.	Address any concerns/issues and to help the apprentices with their training.
May 2011	Short listed in 3 categories for Constructing Excellence in Wales Awards: Waste & Sustainability, Training & Development and Collaborative Working.	Acknowledgement of the good work that is being done within CB & PS.
May 2011	ISO Annual Management Review Meeting.	Review of the last year for those sections involved in ISO. Agree and set future targets.
June 2011	Green Dragon Level 5 re-accreditation.	Confirmation that employees are engaged in Environmental issues in order to analyse the impact our activities have on the environment.
July 2011	Appraisal Audit	Analysis of appraisals to see what information is gathered. This is a bolt on to the Pilot scheme on Performance & Development Review.
July 2011	Relocation of UPVc workshop from Clydach to Heol y Gors	Involved considerable consultation with team - retraining of staff, reallocation of work to prevent redundancies, redesign of a new improved, efficient workshop focusing on door manufacture.
July 2011	Constructing Excellence Awards – Regional Final	CB&PS announced as winners in the Leadership and People Development category, recognising its “Workforce Development Strategy”.
July 2011	APSE Service Awards – CB & PS short listed for : Waste Management & Recycling, Construction & Building, Best Information & Communication Technology.	Acknowledgement of the good work that is being done within CB & PS.
July 2011	New Chief Executive sets up a weekly Blog	An open door principle created where any one can put forward questions via e-mail.
August 2011	Sells to Wales Event attended by senior staff within CB & PS that deal with contracts and frameworks.	Input from Supplier Development Champion from WAG and Corporate Procurement. Object of the day was to go through the new processes and systems that are available for electronic tendering.
August 2011	Harmonisation of Corporate Workforce Plan	CB&PS develop section for their service, actions to be monitored at service & corporate level. (In line with new business planning process).
August 2011	Resilience team gain recognition from CE	CB&PS valued contribution to the Forest Fach Factory Fire is recognised by

		the Chief Executive.
August 2011	Interdepartmental purchasing/stores meetings set up to improve services.	Regular meetings now in place to discuss contracts, materials, issues and provision of service.
August 2011	Explore option of introducing report cards in a variety of departments.	Work ongoing and bespoke for each department. Will be used as a visual performance measure.
September 2011	11 new apprentices start in CB & PS. 5 Plumbers, 2 Electricians, 2 Carpenters, 2 Plasterers	Investment in recruiting apprentices. Helps towards workforce planning.
September 2011	Senior Management Meeting – 6 month review	Meeting included review of finances, presentations on Equalities Act 2010, and freedom of Information requests.
October 2011	APSE Apprentice of the Year Awards	2 Nominations for Mechanical & Electrical apprentice and Carpentry apprentice.
October 2011	Long Service acknowledgement	Acknowledgement of 166 employees who have achieved 25 years or more service whilst an employee and still in service.
October 2011	Training plans for 2011-12 approved at P&FM	Following annual 2011-12 appraisal process.
October 2011	Transport & Plant Working Group meeting	Continued discussions on issues to ensure good service is provided. Cross section of staff attended. Intention to meet with each work area 3 times a year.
October 2011	Process mapping exercises	Further work continues on: Response Maintenance processes & paper trail, Use of P Cards, Appointments process within response Maintenance.
October 2011	Employee Survey sent out to all CB & PS employees	Improve business. Better ways of working. Engaging with staff to get their views for continued improvements.
November 2011	UK Constructing Excellence Awards	CB&PS announced as national winners in the Leadership and People Development category, recognising its “Workforce Development Strategy”.
December 2011	CB & PS Apprentice of the Year Awards	Acknowledgment of how hard the apprentices work and the positive feedback from mentors, supervisors and managers.
March 2012	CB&PS reaccredited with IIP award	Goal is to maintain standards throughout service, but due to future budget constraints this may be the last accreditation.
May 2012	CB&PS reaccredited with Green Dragon Level 5	CB&PS will start to work towards ISO14001 going forward
July 2012	Review of technical teams – succession planning	Advert for 8 junior posts to train prior to senior staff departure
September 2012	12 apprentices recruited	From 800 applicants across variety of trades
Sept 2012	Housing Call Centre relocation	Team move from Guildhall to Heol y Gors Depot and integrated close to maintenance team.
September 2012	Long Service Acknowledgement	10 staff rewarded for 25 years’ service with tickets for the Grand Theatre, football or rugby match.
Nov 2012	Electric Cars	Purchase of 8 electric cars with commitment to continual environmental improvement.
2012	APSE Service Award	Finalist for Best Service Team – Construction and Building
April 2013	Operational restructure	To accommodate spans of control exercise and ER/VR exits.
May 2013	Housing Call Centre changes	Team take over emergency calls, all gas maintenance and servicing calls,
Aug 2013	Process Mapping Exercise	Work undertaken to improve technical process whilst dealing with Strategic Estates Client.
Sept 2013	17 apprentices recruited	From 891 applicants across a variety of trades
September 2013	Long Service Acknowledgement	10 staff rewarded for 25 years’ service with tickets for the Grand Theatre, football or rugby match.
Dec 2013	Introduction of new hourly rates and timesheets	To accommodate change to salaries within the operational area.
2013	APSE Service Award	Winner of the Best Service Team – Construction and Building.

2013	APSE Service Award	Finalist for Best Service Team – Waste and Refuse Management
2013	APSE Service Award	Finalist for Best & Most Improved Performer
January 2014	Process mapping Exercise	Work commences on exercise to improve process of working with Education clients
April 2014	Home to work charging introduced and New pay structure (JE) launched, performance management working group has run for 4 yrs to ensure smooth change over.	In line with JE introduction and new terms and conditions. Successful transition achieved.
2014	Apprentice Awards Cymru	Finalist in 'Large Employer' of the year category
2014	APSE Service Award	Finalist for Male Building Skills – Housing and Building Apprentice
Sept 2014	Long Service Acknowledgement	16 staff rewarded for 25 years' service with tickets for the Grand Theatre, football or rugby match.
Sept 2014	Staff Survey	Survey carried out across the Authority with CB&PS a 18% return, good overall but focus to be given to B&H, Comms, managing change, improving vision and reduce blame culture.
April 2015	Launch of Service Balance Score Card – Swansea Performance Dashboard	CB&PS developed service led targets alongside some corporate ones, including sickness, appraisal completion, safeguarding awareness.
June 2015	Innovation Community	A selection of staff join the corporate team to look at Bullying and Harassment, Behaviour and Culture, Engagement and the Staff Suggestion Scheme.
Sept 2015	13 Apprentices recruited	From 326 applicants across a variety of trades
2015	APSE Service Award	Winner of the Waste and Sustainability award
2015	APSE Service Award	Finalist for 'Council of the Year' award
2015	Public Sector Sustainability Awards	Winner of the Best Refurbishment Project' – Morryston Comprehensive.
Aug 2015	Facilities Management Team relocated	Team moves to Heol y Gors – another step to improved team working, comms etc.
Oct 2015	APSE Apprentice Awards	Finalist Award achieved in Craft Apprentice Category
Nov 2015	Staff Survey	Vast improvement on uptake to 50%, All key target areas improved significantly too. Overall excellent progress made.
Nov 2015	Long Service Awards	25 staff rewarded for 25 years' service with tickets for the Grand Theatre, football or rugby match.
Jan 16	Housing Call Centre moves to Central Department in The Civic Centre	Team will re-train to deliver Authority wide provision
Jan 16	Housing Maintenance Department relocated	Team move from Guildhall to Heol y Gors, completing task of everyone in one place. This allows further improvements to be realised from now having all the technical teams in one place.
Jan 2016	Appraisal process	Significant effort from all teams, delivery at 99% (Exceptions of LTS and Maternity). Now a corporate PI.
March 2016	iESE Awards	National Silver awards gained for 'Waste and Sustainability' and Workforce Development'.