

**CITY AND COUNTY OF CARDIFF  
DINAS A SIR CAERDYDD**

**Employment Conditions Committee: 17 July 2006**

**Report of the Assistant Chief Executive**

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**Update on Individual & Team Recognition Event – 17 May 2006**

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**Background**

1. Following a request for an ‘employee recognition’ event from the Lord Mayor Councillor Salway, a project team was brought together by the Chief Human Resources Officer to develop an award concept that could be launched this year as her legacy. This was following the recommendation of Employment Conditions Committee in January, attached as Appendix 1.
2. With an initial total budget of £5,000 (resulting from a sponsorship agreement from Mitel), the challenge was to stage a high-quality event providing employees with a real ‘award’ ceremony experience. It was vital that attendees bought into the event and that a reputation was established for subsequent years. The event itself was designed to have an awards feel and, to ensure the overall event finished on a high, there was to be an award winner. The event was named “Proud – Our People Awards” to reflect the Proud Capital and related branding.
3. The award event also received some additional sponsorship from the GMB, TGWU and UNISON which was welcomed. The event was timed to be the Lord Mayor’s final event in the mayoral year, enabling her to say thank you to employees for their hard work and commitment to Cardiff Council.
4. Feedback from guests at the event was positive, many reinforcing the point that it was a positive experience for them and something that they would like to be part of in the future. We have received a huge amount of positive feedback since the event from a wide range of people including employees, union representatives, guest speakers, guests and Chief Officers. All feedback has been logged and will be used to help develop next year’s award event. A sample of this feedback is attached in Appendix 2.
5. The event itself saw 300 guests enjoyed a lunch ceremony in City Hall’s Assembly Rooms. There was a full programme of speeches and award presenting was programmed around enabling guests to enjoy a lunch at their tables. The event was planned to ensure that a strong link was made between exceptional performance and living the values of the organisation.  
Guest speakers included: Leader & Lord Mayor (joint presentation)  
Jo Farrar, Assistant Chief Executive  
Chief Superintendent, Bob Evans  
Sir Terry Matthews (Mitel)

6. Given the time frame available, and because the awards are in their infancy, the decision was taken to limit the event to one award. Each Service Area was invited to nominate one individual who they felt deserved the title of Outstanding Achiever of the Year. A Panel then met to consider each nomination and select an overall winner. The panel included the Archbishop of Wales, the Editor of the South Wales Echo, the Assistant Chief Executive, the Chief Human Resources Officer, a Trade Union Representative and the Chair of Works Council.
7. The winner, Dave Jackson, Manager of Maindy Leisure Centre, stood out for many reasons. His work in setting up the Maindy Flyers Cycling Club, which has 250 active members between the ages of 8 to 16, has produced two 2006 Commonwealth Games medallists and a good many other British champions. Also his work for the Women in Action programme has meant that Maindy pool can offer women-only swimming sessions. Female members of the black minority ethnic community specially trained as lifeguards.
8. It should be noted that every attendee was selected as a guest on the basis of them either as an individual or as a representative of a team having delivered exceptional service or having won an external award. Each guest was presented with a certificate to mark the occasion.

## Proposals

9. As outlined in paragraph 4, the awards programme will be developed, based on the feedback received. The proposal is to have a number of categories for the 2007 event.

Some example categories could include:

- Outstanding Achiever of the Year (as per this year's event)
- Front line services – Excellence in Service Delivery or Outstanding Contribution to the Community Award
- Support services – Serving the City Award
- Strategic services – Innovation and Progress Award
- Projects category e.g. Sports Village, MRF etc. Project of the Year Award.
- Employee Choice Award
- Best idea/efficiency saving Award

The categories would be linked to established external awards/accreditation, thereby reducing the time and resources required to apply for external awards.

There would be an awareness campaign starting in January 2007 to publicise the awards. The Judging Panel principle would be retained with different panels for categories. The different Award Categories could be linked to sponsors.

10. The next steps will be:
  - Debrief on 2006 awards event
  - Circulate date for 2007 award event (Wednesday 16 May 12 – 2pm at City Hall) (Assembly Rooms)
  - Diarise 2007 event for Chief Executive, Corporate Directors and Chief Officers, ECC Members and Trade Unions
  - Develop award programme to increase the number of awards available
  - Develop clear criteria and guidelines for future nominations
  - Implement programme for 'the people's choice' award
  - Identify guest speakers
  - Confirm budget for 2007 event programme

## **Investment for Reform/Benefit to service user**

11. Evidence suggests that an effective recognition plan can lead to increased commitment to the organisation, an improvement in an individual and performance and an overall increase in productivity for the Council. Service users will benefit from such a focus.

## **Council Policies Supported**

12. This report supports the Corporate Plan and the Council's commitment to delivering continuously improving services. The principles outlined in the report also support key elements of the Council's Drivers for Change and the aim to become an 'employer of choice'.

## **Advice**

13. This report has been prepared in consultation with relevant Corporate Directors and reflects their advice. It contains all the information necessary to allow Members to arrive at a reasonable view, taking into account the following advice.

## **Legal Implications**

14. The recommendations are legally achievable

## **Financial Implications**

15. Detailed proposals for the 2007 event have yet to be finalised and therefore the likely costs cannot be assessed at this stage. It is anticipated that the costs of the event will be met from within existing resources or from any sponsorship arrangements secured. However, if a requirement for additional Council funding were to be identified, then this would need to be considered as part of the 2007/08 budget process

## **Human Resource Implications**

16. The ongoing project management of the event will be managed by Human Resources. The Working Group from this year's event has already started planning for 2007. The on-going development of recognition schemes is essential to the success of the organisation. The event was supported by Corporate Directors and Chief Officers and their continued support will be critical in ensuring the future strength of the event. It is important that staff receive recognition as it reinforces the Council's values and commitment to them. It aligns with the HR People and Leadership Strategy and reinforces the aim of improving employee engagement.

## **Trade Union Comments**

17. The Trade Unions were very positive about the recent recognition event "Proud – Our People Awards" that was held in City Hall, the first of its kind within the Council. However, they felt that some lessons could be learned from the event for the future. They considered that key to this was much clearer criteria and guidelines about how individuals/teams could be "recognised" so that there could be greater consistency and a better understanding of these principles in future.

## **RECOMMENDATION(S)**

18. It is recommended that:

- (i) this Committee notes the success of this year's 1<sup>st</sup> "Proud – Our People Awards" event and confirms its support for the establishment of an annual awards event
- (ii) further details and criteria for future award categories be considered at the October meeting of this Committee

**JO FARRAR**  
**ASSISTANT CHIEF EXECUTIVE**

The following appendices are attached

Appendix 1 – Individual and Team Recognition Event – Report to Employment Conditions Committee, 16 January 2006

Appendix 2 – Feedback Summary

## Agenda Item

**CITY AND COUNTY OF CARDIFF  
DINAS A SIR CAERDYDD****Employment Conditions Committee: 16 January 2006****Report of the Assistant Chief Executive**

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**Individual and Team Recognition Event**

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**Background**

1. The Lord Mayor wanted to recognise the efforts of the staff who such a good job of clearing the City Centre after big occasions such as rugby internationals by holding an event. The purpose of such an event would be to connect with staff and make them feel that their efforts are appreciated. Recognition is all about finding people doing good things and providing a thank you. It is about rewarding those who go the extra step for the customer, which helps to reinforce the Council's key driver of Customer Focus.

**Issues**

2. The principle of rewarding staff to recognise their efforts and to show our appreciation is supported. However any event also needs to consider the efforts of staff across all service areas. The issue is how to develop a more inclusive recognition and reward agenda rather than singling out one particular group from other service areas who also deliver excellent customer services, for example C2C.
3. A more inclusive approach would require further planning and commitment from the Council to enable an event to be held to celebrate both individual and team contributions to the success of Cardiff Council. This would also mean identifying those individuals or teams who have made an impact on the citizens of Cardiff in some way. Over the last twelve months, the Council has won awards that recognise individuals and teams. Currently there is no formal event that celebrates the achievement of those who have won awards. Although it is not just about winning awards, as there are other dedicated teams and individuals who have gone beyond the call of duty to ensure that the citizens of Cardiff receive first class services. It would be important to recognise the contribution of these people as well.

**Proposals**

4. It is proposed that:
  - (a) A small working group is established to take forward the ideas of a recognition event. This group would consist of a cross section of representatives from Service Areas and be lead by Human Resources with a core team from Communications and Marketing & Tourism.

- (b) The event would be held on a Friday lunchtime in April or May 2006 from approximately 12.00pm to 2.00pm in City Hall with representation from across all Service Areas. Service Areas would be given an allocated number of places based on employees per Service Area. This would ensure a fair and equitable allocation of places. To ensure a maximum number of employees (approx 450) are involved in the event, the layout of City Hall would be theatre style with a buffet lunch.
- (c) The Lord Mayor and the Leader would host the event with certificates of recognition presented to Individuals and/or Teams by the Lord Mayor. This would also be the opportunity for the Lord Mayor to formally recognise individuals or teams who have won external awards. The backdrop to the speeches would include a visual presentation (pictures/video clips) of award winners highlighting their achievements.
- (d) Members would be invited to the event. A cross party invitation to include members of this committee and Works Council.
- (e) To highlight the efforts of staff across the Council and the impact they have on Cardiff, an external perspective would be included from an external speaker. The guest speaker would talk about the contribution the Council Staff make to the quality of life in the city across a wide range of activities.
- (f) Local businesses would also be approached to help fund this event as there are no existing budgets for this type of event.
- (g) The event would be used as the platform for an annual Individual & Team Awards event that the Leader would introduce. The plan would be to develop Individual/Team Awards in Service Areas against agreed corporate criteria. These criteria would be consistent across all service areas. A panel of Corporate Directors, Chief Officers, Trade Unions and Members would judge such awards. The winners of the individual Service Area team awards would then go on to represent their service area in an annual Team Awards Event where the Council would celebrate the best Team Achievements from across the Council. Alternatively these Team Awards could be recognised quarterly in Service Areas and then one overall winner nominated for the year. Local businesses would also be approached to help fund any future Team Awards.
- (h) The Team Awards would be communicated via staff Newsletters and on the Intranet with winning teams being highlighted within Services Areas and corporately.
- (i) The Team Awards would be seen as part of a wider package of measures which not only included Team Awards but also ideas such as a Family Fun Day once per year in the summer. This would reinforce the Council's values and family friendly employer brand. Again local businesses could be approached to support such an event.

#### **Investment for Reform/Benefit to service user**

5. Evidence suggests that an effective recognition plan can lead to increased commitment to the organisation, an improvement in an individual's performance and

an overall increase in productivity for the Council. Service users will benefit from such a focus.

### **Council Policies Supported**

6. This report supports the Corporate Plan and the Council's commitment to delivering continuously improving services. The principles outlined in the report also support key elements of the Council's Drivers for Change.

### **Advice**

7. This report has been prepared in consultation with relevant Corporate Managers and reflects their advice. It contains all the information necessary to allow Members to arrive at a reasonable view, taking into account the following advice.

### **Legal Implications**

8. The recommendations are legally achievable

### **Financial Implications**

9. Any costs associated with the establishment of the working group and the Individual and Team Recognition Event will be met from within existing resources or from any sponsorship arrangements secured.

### **Human Resource Implications**

10. The establishment of a project manager from Human Resources to lead the Working Group would need to be confirmed as soon as possible. The development of recognition schemes is essential to the success of the organisation. The concept has been warmly welcomed by Corporate Directors and Chief Officers. It is important that staff receive recognition as it reinforces the Council's values and commitment to them.
11. The implementation of any future Individual & Team Awards would need to include the development of appropriate criteria and guidelines for managers and staff. It is important that any criteria be inclusive so that all staff whether in the front line or back office are recognised. This development work would need to be undertaken with the co-operation and support of staff and the Trade Unions. Human Resources would monitor the Team Awards process to ensure consistency and fairness across the organisation.

### **Trade Union Comments**

12. The Trade Unions are supportive of the idea and welcome an approach that recognises all Service Areas and the contributions of both individuals and teams. UNISON did raise a concern that such an activity may introduce competition and therefore needed to be managed against clear criteria and with consistent guidelines to ensure fairness and equality of implementation across the Council.

## **RECOMMENDATION(S)**

13. It is recommended that the Employment Conditions Committee approve:-
1. the establishment of a working group to develop and implement the Individual and Team Recognition Event for April/May 2006.
  2. the further development of the concept of Individual and Team Awards for the Council with the results of these developments to be presented to this Committee at a future meeting.

**JO FARRAR**  
**ASSISTANT CHIEF EXECUTIVE**



## APPENDIX 2

### Feedback Summary for the 'Proud – Our People Awards 2006'

## APPENDIX 2

#### Feedback on the event from some of the nominees:

| Department                       | Quote   |
|----------------------------------|---|
| Marketing & Tourism              | 'Thanks, I had a really lovely day!'  |
| Policy & Economic Development    | 'I was impressed by yesterday's event, especially that Cllr Berman and the Lord Mayor, Cllr Salway walked around to talk to everyone to explain the purpose and thank everyone. This is a huge leap for the Council in the right direction; it would be great for everyone to experience something like this in appreciation of their work. Many thanks.'   |
| Strategic Planning & Environment | <p>'Overall the comments were very positive. We felt that the event was well organised and very professional. Lunch and the speeches were good. We appreciated the fact that we were being recognised and the fact that he leader/lord mayor came round all the tables to talk to staff face to face and thank them.</p> <p>On the downside, the standard of the invitations did little to reflect the professionalism of the event on the day and would suggest that in the future the standard of the invite be improved to project a more professional image of the event and would also suggest that they are individually addressed to those nominated. We had a problem here where invites were opened by mail staff (not marked private) and as a consequence staff did not know who should receive the invitation. It may also be an idea to include the reason why people were nominated. In a couple of cases within this service area staff were not aware of the reason why they were nominated.</p> <p>Another suggestion made was to introduce a number of award categories as there are so many diverse services supplied by the Council.'</p> |
| Scrutiny                         | 'I think it's good the Council are having an event that recognises the contribution of staff. It's important the Council do that and they demonstrate that they value them.'  |
| Scrutiny                         | 'I think from the Council employee point of view, I think this is a good initiative to motivate staff and I hope we have many more of these in the future.'   |
| Leisure & Lifelong Learning      | <p>'It's very important to recognise the work of staff, particularly the people who are in frontline services, day-to-day people who maybe don't get the recognition off the customers and don't get recognition off the chief officers; they're not in that loop. So it's incredibly important that they're here and they're seen and they're counted.</p> <p>Very good, very well organised, very professionally done, just good to see so many people in one place from the Council and good to see the recognition happening.'</p>  |

|  |   |
|--|---|
| Policy & Economic Development          | 'I think it's really important that employees are recognised for the work they do, both in terms of frontline and backroom staff. So it's really good event and I really appreciate being asked to come along. It's fantastic, really, really good. It's good to see so many new people that you talk to on the phone or you e-mail and it's really nice to see them face to face.'   |
| Policy & Economic Development          | 'I think it's incredibly important to the staff to give them some sort of feedback as to how well they're performing and to keep them motivated. It pushes people forward to keep up the good work and provide better for next year with any luck. You can't fault it, it's actually quite posh and I'm quite surprised how well put together it is. It's very professional which is great.'  |
| Strategic Planning & Environment       | 'I think it's very important, I think both speeches were saying how much they appreciate us and it does make a big difference. I think it's excellent, a good idea.'  |
| Strategic Planning & Environment       | 'I think the event is very important for the acknowledgement of the work we do for Cardiff Council. The event is very well organised, feels very good to be here.'  |
| Strategic Planning & Environment       | 'I think it's very important, it recognises what different employees of the Council actually do. It's well organised, brilliant.'   |
| Culture, Leisure & Parks               | 'It's very important because for me it's quite rewarding because I feel I'm being valued for the work I do. I'm very happy to be here and part of it. To be honest, I didn't think it was going to be as posh as it is. I thought it was going to be a mingling meeting but it's very posh and very nicely organised, I couldn't have expected anymore.'  |
| Information & Communication Technology | MESSAGE SENT TO CRISPIN O'CONNELL<br>'I just wanted to say thank you so much for nominating me for "Proud our People Awards" It was a fantastic day and I certainly did feel very proud to be part of the Contact Centre Service and be recognised in this way. It doesn't seem right that I alone represented 101 but watch out when this event comes around next year, there will be some FANTASTIC 101 people following in my footsteps. Thank you again sincerely.' |

## Feedback from Middle/Senior Managers

| Department                    | Quote   |
|-------------------------------|---|
| Leisure & Lifelong Learning   | Overall, the colleagues I spoke to were excited and pleased to be there – a very worthwhile event.'   |
| Marketing & Tourism           | 'Just to add Team members from events marketing and sponsorship who attended had a great time and thought it was fantastic. Congratulations and thank you to everyone who organised it, it was most appreciated.'   |
| Policy & Economic Development | 'The initial feedback was that it was a success and quite inspirational. Perhaps future events could be improved by firming up the criteria for putting forward candidates and maybe to have a number of categories built into the awards i.e. most improved employee of the year, lifetime achievement, customer satisfaction champion, best service team, customer facing team etc, etc.' |
| Policy & Economic Development | 'I echo Steve's comments (see above) – in particular in relation to categories. I personally think that a member of staff providing a backroom service would always be overlooked in favour of a more outward facing achievement.'  |

## Feedback on the team who helped organise the event

| Department                | Quote   |
|---------------------------|---|
| Corporate Communications  | MESSAGE TO ALL THE COMMUNICATIONS TEAM<br>'Well I don't know about Proud of our people, when I walked into the Assembly Room today I was fit to bust – I was so very proud of my people. What you achieved today with the budget you had available was outstanding! The initial comments and feedback I have received have been excellent – there was a real WOW factor and clearly not what people were expecting! I know how very hard you all worked to deliver this project – well done and it goes without saying, thanks to all those who staffed the office while the team were event managing – events of this magnitude do not happen without your support back at the ranch and it is appreciated.' |
| Assistant Chief Executive | I agree [with Kathryn Richards feedback above]. Well done everyone.   |
| Corporate Communications  | 'Well you did it! And it was fab - the feedback has been brilliant after yesterday and we're already been asked to start thinking about planning next year's event which Sir Terry has signed up to do so well done one and all! I know the hard work and commitment you put  |

into making the event happen and I think it was apparent that it really did mean a lot to all the guests.  
 Bethan (Davies, HR) –Talk about being thrown in at the deep end – I hope we’ve not put you off working with Comms ever again.  
 Mike (Roberts, Policy) – The powerpoints were fab, thanks for all your help on this (especially as it was the 11<sup>th</sup> hour).  
 Mark (Goddard, Policy) – The most patient man in Cardiff Council – those table plans were great.  
 Corporate Communications staff – What a team, if any of you gets a call from Sir Terry with an offer remember to tell you him you much prefer working for me!  
 Craig (Skidmore, Graphic Designer) – Master designer of all things that look a bit Cuban. The graphics and materials looked magnificent.  
 Alistair (Love, Press Officer) – Thanks for being out press officer extraordinaire.  
 Alison (Dean, Kathryn Richards Secretary) – Thanks for covering the office for us all.  
 Ta everyone!’

**Union feedback**

| Union | Quote   |
|-------|---|
| GMB   | Letter sent to Jo Farrar (Assistant Chief Executive – see below ) |

‘Dear Jo

I am writing to express how really enjoyable it was to attend the people’s award ceremony.

I have written to the leader and Lord Mayor expressing my views and thanks to them also.

I wish to take this opportunity to thank you personally as the assistant Chief Executive and all the staff for staging this event the first of its kind in Cardiff County Council.

It must have taken a lot to stage this event it was no mean feat but once again Cardiff has shown what it can do.

It also goes to show what in house staff can do the catering was excellent, the presentation was brilliant.

I have received nothing but praise from my membership who really appreciate that at last the workforce of Cardiff County Council are now starting to be recognised for the valuable contribution they give to make Cardiff a thrilling and vibrant City.

From start to finish the presentation was excellent it really goes to show what can be achieved if we are prepared to work together.'

Ken Daniels GMB/MPO Branch Secretary.

**Letter sent to all the nominees for the 'Outstanding Achiever Award 2006' from the Chief Executive, Byron Davies**

'Dear \_\_\_\_\_

I write to congratulate you on your recent nomination for Outstanding Achiever of the Year at the Proud – Our People Awards 2006. Having read the nomination sent through from your Chief Officer it is obvious that you made an incredibly worthy candidate for the award.

Cardiff Council has over 18,000 employees all working to provide close to 650 different services. To be one of the only 17 individuals nominated for this award is clearly a real endorsement of your exceptional contribution. I understand that the panel making the final decision found it difficult to choose just one winner from a list of nominees of such quality.

I am only sorry that I was unable to meet you at the award event itself. Unfortunately a long standing previous engagement kept me away. However, I do hope that you enjoyed the afternoon.

I would like to take this opportunity to thank – you for the hard work and commitment you've demonstrated over the past year. You are a brilliant example of what makes Cardiff Council tick and I hope that others will follow in your footsteps in a bid for true excellence. Cardiff Council's most valuable asset is our employees. It is through you that our organisational values grow stronger ensuring that we deliver quality services for our Capital City.

Thank you'

Byron Davies  
Chief Executive.

**And finally feedback from the winner of the 'Outstanding Achiever Award 2006'**

| Name         | Department                  | Quote   |
|--------------|-----------------------------|---|
| Dave Jackson | Leisure & Lifelong Learning | 'Thank you very much I was really taken aback by the event and the award and I do feel very proud of it.' |

## Interview with Dave Jackson

### What does it mean to you to win this award?

'I've got to admit it makes me feel very, very proud. I think the biggest thing that is that I really enjoy my job and I'm fortunate on that and it makes it easy to do the extra bit. It's very special; I'm totally shocked and very surprised.'

### What are the central elements that helped you win this award?

'I think the work we've done with cycling and created a good cycling club. People who've won at the Commonwealth Games have learned from Maindy Cycle Track and the work that we've done with the BME community, especially with women to get them more active and I think it's probably those two. I've also done a lot of work Cathays High School, joint working to try and get people more active, I think that's where it's come from. I'm very fortunate that I have a great team.'

### How important is this event?

'I think it's good. I was taken by surprise being asked to come. I think it is good, a lot of people take the Council for granted, yes, we get paid and we do the job but I don't think people realise how much we do put into our work. A lot of us are very, very proud to be Council workers, sometimes we're shunned for working for the Council. But it's a great business, I've been in it now 33 years and I wouldn't change for anything.'

### What did you think of the event?

'Excellent event, really good. Not over – done, excellent speakers, I really enjoyed them and yes, I thought it was good the way it was done at lunchtime, short, quick, nice and we can get back to work.'