RECOGNISING INNOVATION

2013 Shortlist

LGCawards.co.uk
Who will be the next to join the Council of the Year roll of honour?

1997  South Somerset District Council
1998  Birmingham City Council
1999  Trafford Council
2000  London Borough of Newham Council
2001  Suffolk County Council
2002  London Borough of Camden and Blackburn and Darwen Borough Council
2003  Hertfordshire County Council
2004  Westminster City Council
2005  Sheffield City Council
2006  West Lothian Council
2007  High Peak Borough Council and Wychavon District Council
2008  Kirklees Council
2009  Leicestershire County Council
2010  London Borough of Hammersmith and Fulham
2011  Blackburn with Darwen Borough Council
2012  Southend-on-Sea Borough Council
2013  

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Not just an award

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In association with Local Government Association
Welcome

A celebration of success

Few sectors show the levels of innovation and achievement as local government but, sadly, few sectors get as little recognition. That is why the LGC Awards exist – to celebrate the creativity and success that can be seen in councils across the country.

This year’s awards take place against the backdrop of cuts. Tough times call for inspired leaders to devise new ideas to transform organisations that would otherwise decline with terrible implications for local communities. The judges have been impressed that so many entries constituted original and intelligent responses to the reduced resources available. As in previous years, we know that the work of shortlisted entries will inspire other authorities to perform more strongly, resulting in best practice being shared elsewhere.

This year we have helped to disseminate this knowledge by staging live judging of the Council of the Year and Most Improved Council categories, open to many people attending the awards. This session helps make our judging process even more rigorous and also gives delegates an opportunity to discuss new ideas with our award winners from last year. We have four new categories in 2013. The Tackling Fraud category is especially important when there is little money to go around while Business Transformation showcases the strongest attempts to modernise. Meanwhile, the awards for frontline and central services teams of the year recognise the people who are working so hard to serve the public.

Congratulations to everyone shortlisted, particularly to those who are highly commended or are winners – their achievements are showcased in this supplement.

Can I also take this opportunity to thank all entrants for sharing their achievements, our judges for giving up their time and the LGA and our sponsors for their continued involvement and support.

NICK GOLDING, ACTING EDITOR, LGC

Recognising ordinary people doing extraordinary things

Councils and their staff are doing some extraordinary things in a time of great uncertainty. They are getting on with maintaining and delivering excellent services which are helping to improve the lives of ordinary people. Residents recognise the good job that councils are doing and the LGC Awards are a chance for us all to celebrate the very best of what local government is doing.

Many councils have adapted incredibly well to the difficult challenges that local government is facing and are delivering innovative solutions to ensure services are maintained. They are finding new ways to work with partners, new models for service delivery, more efficient ways to procure and imaginative ways to share staff and services. Much of this work passes unnoticed as people are just getting on with it.

As I travel the country visiting councils I see many examples of best practice which are transforming local areas, delivering much needed growth and helping local people and businesses to flourish in what are very difficult times. They are supporting the most vulnerable and ensuring the local workforce has the skills to help drive the economy forward. None of this is easy and it takes ambition, skill, drive and determination. It is important that we recognise and say thank you to those people who are supporting their local areas through these difficult times.

The sector has more than stepped up to the plate and has shown itself to be on the leading edge of public service delivery and efficiency. Local government is the foundation on which we can build the wider economic recovery and the people who work in nearly 800 services which are delivered by councils across the country are key to making this happen.

I would like to congratulate everyone who has been shortlisted and wish you the very best of luck for this year’s LGC Awards.

CAROLYN DOWNS, CHIEF EXECUTIVE, LGA
We would like to say a hearty ‘well done’ to all those who have been shortlisted for the 2013 LGC Awards. Zurich Municipal is particularly proud to support the ‘Council of the Year’ award as we know how much time, effort and teamwork all the entrants have put in. When local authorities realise their vision for positive change, the benefits are felt by thousands, if not millions, of people. This means everybody wins.
Council of the Year Award

DERBY CITY COUNCIL
Derby City Council is on an exciting journey of transformation not because it has to but because it wants to. Its success to date comes from having a clear vision and direction from the top and the commitment, enthusiasm and participation from staff at all levels across the organisation for the need to change. Despite the tough economic times, it has remained focused on three things:
- Regenerating the city
- Improving the lives of residents
- Investing in employees.

The council’s innovative regeneration fund as well as its ambitious leisure and accommodation strategies are part of a £260m capital programme investing in the city’s infrastructure and supporting local jobs. Despite delivering £42.5m savings, public satisfaction with the council has increased from 35% in 2008 to 68% in 2011. Along the way there have been setbacks – Bombardier and Egg – but by pulling together with partners the council is determined to overcome these problems and improve the lives of all its citizens.

ESSEX CC
Essex CC is driven by a strong vision and leadership which provide a clear focus for its activities. It is a sector leader in innovation, being the only two-tier authority selected as a Community Budget pilot, successfully negotiating the largest integrated highways contract in the country and wholly delivering an Olympic venue. Its work in partnerships has not only generated significant savings, but has also driven improved outcomes for its residents. Essex CC has tackled its challenges head-on, using its ambitious transformation programme to generate more than £300m savings to date and continuing to deliver on stretching savings targets. This has allowed the council to protect core services, enhanced outcomes for residents and improved the public’s experience of dealing with the authority. Even within difficult financial constraints, Essex CC remains focused on improving outcomes for its residents, helping its communities, businesses and individuals to reach their potential.

GREENWICH RBC
Greenwich looks to the future with hope and pride after gaining Royal Borough status and winning plaudits for its role as a host borough for London 2012. As well as helping to deliver a successful Games and a lasting legacy it hopes to use its Royal Borough status as a catalyst for future prosperity. At a time of severe public spending restraint the borough has succeeded in harnessing the opportunities presented by the Games in support of its long-term vision for Royal Greenwich as a place to live, work, learn and visit. After years of underachievement, every key indicator of educational performance for children aged 5 to 16 is expected to match or exceed national and London performance. Crime has fallen in the borough at a significantly faster rate than the Metropolitan Police average and Greenwich’s employment rate is now above the London average. Greenwich’s task now is to use this amazing year as a platform on which to build for the future prosperity of its community.

continued overleaf

JUDGES
- Andrew Jepp, director of public services, Zurich Municipal
- Graham Burgess, chief executive, Wirral MBC
- Nicola Bulbeck, chief executive, Teignbridge DC
- Patrick White, director, local government policy and performance, Department for Communities & Local Government
- Robert Tinlin, chief executive, Southend-on-Sea BC
- Carolyn Downs, chief executive, Local Government Association
- Andrew Kerr, chief executive, Cardiff Council
- Emma Maier, editor, LGC

ZURICH MUNICIPAL

A WORD FROM THE AWARD’S SPONSOR
Zurich Municipal is proud to sponsor the prestigious LGC Council of the Year Award 2013. It is especially important this year, given the ongoing challenges faced by authorities and the communities they serve. Zurich Municipal works with our public sector clients to help manage risk in times of unprecedented change. It is uplifting to witness year on year the commitment of councils and their employees to deliver superior services and help improve residents’ lives. It is even more heartening to see them recognised.
We’re with you every step of the way

Zurich Municipal is the leading provider of risk and insurance solutions to the UK’s public sector organisations. We aim to work with you to help protect your assets, your people and most importantly your ability to achieve your objectives.

So, we’re delighted to sponsor the LGC Awards for the 17th consecutive year. These awards recognise aspirations and achievements, rewarding those councils who take their work beyond the normal level of service provision whatever the prevailing conditions.

www.zurichmunicipal.com
NEWHAM LBC
The borough is committed to making Newham a place where people choose to live, work and stay, where residents have the same life chances as those in wealthier areas. The borough is now cleaner than ever, crime is falling and it helped 5,000 residents get jobs last year. It now exceeds the London average on almost every measure of resident perception and satisfaction with all our key services improving. Despite deep government cuts, its efficiency programme has seen it develop national leading policies including:
- Free school meals for all primary pupils
- Licensing all private landlords
- Prioritising social housing for those in work
- Pioneering work to enforce the minimum wage and tackle 'sheds with beds'.
Newham hosted the world for the Olympics: almost half a million attended its summer events and thousands got tickets to the Olympic Park. Partnership work with Siemens, University College London, Westfield and the mayor of London means the economic legacy is bright.

SURREY CC
Passion from the top drives the council's ambition to stand up for the interests of Surrey. Faced with the need to reduce its budget by £330m by 2017, the council deliberately avoided traditional cost-cutting. By focusing instead on what is important to Surrey people through its public value reviews, the council achieved significant savings that put it on track to meet its financial imperative, while still investing in building capacity and capability. It has enabled additional resources to go into key priorities, such as psychiatric and other dementia support services, a major classroom-building programme, road improvements and superfast broadband. Surrey's achievements are the result of strong political leadership and effective corporate management, using the full power of partnership working to unlock potential and creativity across the different agencies and sectors. This has been accompanied by exciting innovations, ranging from new working arrangements with the districts, to the creation of user-led services and inspired use of technology, such as the development of smart phone applications for youth workers.

WAKEFIELD MDC
Wakefield's story is one of strong and sustained success. It is a story of a council continuing to raise the bar on what is possible, setting clear ambitions and delivering on its promises for the benefit of all – even in difficult times. A council that in 2011 bucked economic trends by continuing to deliver major regeneration and securing more than £1bn of external investment into the district through schemes such as the £400m Trinity Walk retail development and the new £35m national gallery, The Hepworth. It is the story of an organisation that faces its challenges with strong leadership and determination; shaping events, not being shaped by them. It is a council of low spend and high achievement, with the fifth lowest council tax of all 36 metropolitan authorities. A council that despite delivering almost £40m savings and a reduction of more than 1,000 employees since 2010, has continued to sustain high quality services and improve performance in priority areas. Above all, it is the story of a council and a district continuing to punch above its weight.
Agilisys is committed to working with our clients to deliver significant and long-lasting improvements built around citizens’ needs. Through close partnership working, and innovative solutions such as our Agilisys Digital Platform, we help our clients deliver customer-focused services in the most effective and efficient ways. Our passion for transformation means we’re proud to continue to sponsor the Most Improved Council award for nearly a decade.
Most Improved Council of the Year Award

FOREST OF DEAN DC
The past 12 months have marked the continuation of a three-year climb from a particularly low point for the Forest of Dean DC. While perhaps not quite at the summit, it is certainly through the clouds and now in clean air. The transformation which this council has been undergoing is now more evident than ever; it is now punching well above its weight. The past year has seen this small rural district council deliver an ambitious agenda that has included significant amounts of new housing, securing valuable inward investment, entering strategic partnerships to improve services and save costs, delivering a new waste collection service with no external support and pioneering a new way of engaging communities. All this while maintaining day-to-day services in the face of the biggest budget cuts seen in the council’s history and preparing to share its premises with the police. This remarkable turn-around has been achieved through determined yet sensitive leadership, and a loyal and empowered workforce that is trusted and given the space to innovate.

LUTON BC
As councils up and down the country grapple with reduced budgets and difficult decisions Luton has taken up the baton and made incredible progress. Yet budgets have been cut and need to be cut further; senior management has been reduced by more than 30%; staffing has been reduced by 12.5%; £36m will have been saved by the end of this year and 220 savings and improvement projects are in progress. Yet Luton continues its improvement journey. It has been a truly incredible year, delivering the most spectacular cultural festival the town has ever seen, ambitious infrastructure, transport and regeneration schemes, innovative projects, awards and recognition and tangible service improvements in the areas that residents say matter most. There has been a cultural change within the organisation which has inspired a drive to minimise the impact of cuts on residents and to truly put their needs first - in everything it does. By working with partners, businesses, community groups and volunteers the council is collectively reshaping perceptions of the town and putting Luton on the map for all the right reasons.

NORWICH CITY COUNCIL
It has been a year of achievements for the council and for the city and one which has reflected an amazing improvement journey. It has slashed the time it takes to re-let its properties to 16 days from 64 and doubled its recycling rate to 40% from just 18% two years ago. Despite saving £5.9m in efficiencies against a target of £4.6m it has protected key services, and its families unit is one of the 10 best performers in the country. The council also helped raise the city’s reputation and profile, staging the Olympic torch celebrations and supporting the successful bid for Norwich to be the first English UNESCO City of Literature. Making major changes in how it works with others to deliver services, it has become the first city to join Cambridgeshire and Northamptonshire in Local Government Shared Services, transferring ICT, finance revenues and benefits into this shared service. A recent peer review praised the council’s improvement journey and its pride and passion to succeed for the people of Norwich. Finally, and most importantly, this year more than 90 per cent of the people of Norwich have declared themselves satisfied customers.

continued overleaf

AGILISYS
A WORD FROM THE AWARD’S SPONSOR
As supporters of the LGC Awards for nearly a decade, Agilisys recognises the importance of highlighting and celebrating excellence. We are proud to sponsor the Most Improved Council Award again this year, and look forward to seeing the innovative and inspiring ways councils are meeting today’s challenges. The awards provide a fantastic opportunity for councils and their partners not only to recognise success but also to share knowledge and best practice, something we are delighted to be a part of.
LGC Awards
2013

The Local Government Association (LGA) is proud to be associated with the LGC Awards for 2013.

Congratulations to everyone who has been shortlisted.

This is a chance for us to celebrate the very best in local government.

The Local Government Association is the national voice of local government.

We work with councils to support, promote and improve local government.

www.local.gov.uk
STOKE-ON-TRENT CITY COUNCIL
Following a prolonged period of turbulent leadership, Stoke-on-Trent and its council were in a very difficult situation facing the worst budget settlement in decades. In 2011, with its partners, businesses and communities it launched its Mandate for Change (MfC) to make Stoke-on-Trent a great working city. Since then, by focusing on the MfC’s four pillars of making Stoke-on-Trent the place to bring business; supporting and develop existing business; making Stoke-on-Trent a great city to live in; and working with people to promote independence and healthy lives underpinned by our commitment to develop an effective and confident council, it has:
- Created 1,000 jobs
- Commenced major construction work to create our Enterprise Area, University Quarter, Central Business District and new leisure and retail opportunities
- Completed first new builds on our £270m BSF programme
- Started to harness renewable energy sources to the benefit of the city
- Improved the way it supports the most vulnerable within our society while helping people to reach their potential
- Improved front-line services for customers, through a systems thinking approach.

One year on, against a backdrop of making more than £50m savings, 96% of the council’s partners rate its progress on a scale of nought to five as three or higher.

SUFFOLK CC
Suffolk CC has, in a very short period of time, moved from an embattled organisation with a negative public perception of its work, lack of trust from partners and low staff morale, to an organisation that is trusted – financially sound and delivering services that residents value. Strong performance criteria, inspection outcomes and testimonials from partners and staff support this ambition and drive the council’s work. This has been delivered against a backdrop of continued financial savings. These achievements have been delivered through clear political priorities, senior officer leadership and financial management. The council cannot do everything on its own, and so has focused on partnership working, listening to residents and finding innovative new ways to deliver services at a lower cost.

SWALE BC
Openness and pragmatism are the hallmarks of Swale’s approach to improvement, with a rapidly maturing culture of innovation and constructive challenge. It hit some major milestones in the past year, including opening a new country park and appointing a preferred development partner to realise its ambitious plans for Sittingbourne. Big improvements to customer focus and member training were recognised by Customer Service Excellence accreditation and the Member Development Charter. Meanwhile, its performance against a range of metrics sustained rapid improvement, with the proportion of its indicators in the best quartile nationally rising from 19% in 2008 to 54% in 2012. Swale’s new-found organisational confidence helped it use swingeing budget cuts as a springboard for creativity, with no salami-slicing of frontline services. As a participant in a nationally important community budget pilot, and as the first Kent district to implement the new ‘locality board’ model, it is well-prepared for open public services – a position at the forefront of the national policy agenda that would have been unthinkable for it just a couple of years ago.
Capita believes that good transformation delivers exceptional results to residents.

We work in partnership with local government, its partners and community to create effective and efficient new models of delivery. Capita’s consulting business aids innovation, whilst applying and developing best practice, to bring significant benefits that genuinely improve services for all citizens.
Business Transformation Award

CHERWELL DC AND SOUTH NORTHAMPTONSHIRE COUNCIL
Cherwell DC and South Northamptonshire Council cemented their relationship in November 2010 when both councils agreed to share a senior management team. Both councils have an impressive history of innovation and efficiency but as well as delivering annual revenue savings of in excess of £1m per annum the shared management team provided the platform to drive further transformation. This included developing shared services covering democratic and elections, finance, information services, building control and performance.

CROYDON LBC
Croydon's Step Change programme has been ambitious and complex, helping the borough to emerge from the past two turbulent years stronger than ever, having catalysed performance and transformed key aspects of its service offering beyond recognition. The programme has resulted in the creation of a single, highly professionalised team. Step change has delivered radical new business models, often shared with partners; a leaner and fitter council; a new relationship with its headquarters; and a new partnership with its employees, residents and customers.

DERBY CITY COUNCIL
The ‘one Derby, one council’ transformation programme has been the catalyst for change in Derby. The success of the programme is undoubtedly due to strong leadership, a clear vision and the support and involvement of staff across the organisation. This has resulted in the identification and delivery of much-needed efficiencies while protecting frontline services and improving customer service levels. Even in these tough financial times, it has been innovating, finding better and smarter ways of doing things. It is investing in new IT so its team work more quickly and effectively. It is creating central teams that carry out activities such as finance, policy and general administration in more efficient ways. And it is taking a single, joined-up approach to the way it deals with customers to give them more choice.

HAVERING LBC
The Havering 2014 transformation programme has shaped a quiet revolution in the borough – delivering millions of pounds in savings without slashing frontline services, or sparking public protests. Innovative partnerships, both within and outside the borough, have developed joint customer service programmes, ground-breaking anti-fraud measures and multi-agency safeguarding hubs. A visionary use of technology has kept redundancies to a minimum and introduced some leading-edge solutions to common problems. Most importantly, Havering's strategic and calm approach to transformation has helped maintain the focus on the issues that matter most to its residents: the public realm, value for money and social care.

LUTON BC
The Luton Excellence programme has not only met all budget reduction targets, delivering savings of 35%, it has orchestrated a corporate transformation. Introducing new ways of working and service remodelling, it has generated service improvements right across the council’s business. Productivity has risen and sickness absence has fallen by more than 20%. An overwhelming majority of staff report that working for Luton BC makes them want to perform to the best of their ability.

STAFFORDSHIRE CC
Staffordshire CC has embarked on a radical transformation of services. The framework for this programme has emerged from the outcomes in its strategic plan and has been implemented through a commissioning-based operating model. The transformation support unit supports the delivery of its transformation programme by providing expert support to ensure focus remains on strategically critical projects and provides a framework for safe, quick and effective delivery. This innovative approach builds on good practice and Staffordshire’s proven record of delivery. In the last financial year it delivered savings of £34m.

WILTSHIRE COUNCIL
Wiltshire Council has embraced, and is reaping the rewards, of transforming its culture. It will deliver £85m of savings and improved customer services to residents and businesses in one of the largest geographical counties in the UK. Wiltshire Council inherited an outdated property portfolio, including 95 office buildings, when it became a unitary council in 2009. Its vision is to reduce to three energy efficient office buildings, when it became a unitary council in 2009. Its vision is to reduce to three energy efficient and customer-focused hubs. An example is the newly refurbished County Hall building, which includes community space, a library, coffee shop and restaurant at its heart where staff interact with the public, partners and colleagues.

WESTMINSTER CITY COUNCIL
Westminster’s customer-led transformation programme has delivered transformational change to its 320,000 residents, 43,000 businesses and one million daily visitors who live, work and enjoy what the City of Westminster uniquely has to offer. The programme pioneered a new operating model for face-to-face customer services, realising £2m a year in cashable operational savings while seeing a subsequent improvement in customer satisfaction of 13%. By repositioning its face-to-face customer services from three fixed locations to almost 50 places that are accessible, natural and convenient for people to do their council business, it has taken council services out to its communities in a way that has never been done before.

JUDGES
• Ben Eggleston, director, local government, Capita Consulting
• Robin Porter, assistant chief executive, Luton BC
• Michael Lockwood, chief executive, Harrow LBC
• Martin Reeves, chief executive, Coventry City Council

CAPITA
A WORD FROM THE AWARD’S SPONSOR
Capita’s consulting business works with local authorities, their partners and their customers to design and deliver improved services across all public services. In these difficult times of austerity, authorities are looking to the leading transformers to learn from new ways of working and identify how critical services can be delivered more effectively. The LGC Awards recognise and reward those who are working at today’s leading edge – delivering services in more effective, economic and innovative ways than ever before. We are delighted to be associated with these prestigious awards.
Central Services Team of the Year Award

CHERWELL DC AND SOUTH NORTHAMPTONSHIRE COUNCIL
South Northamptonshire Council and Cherwell DC have been driving efficiencies out of both councils while providing first class support services. The team continues to build on the success the finance team achieved last year by highlighting this strength and depth of quality across the whole directorate. Strong performances in all areas demonstrate the desire for continual improvement. However, this achievement is even more noteworthy when you add into the mix the major transformation programme that has been delivered resulting in significant financial savings, the incorporation of best practice and additional resilience. A remarkable set of achievements from an outstanding team.

DERBY CITY COUNCIL
Derby City Council’s central services team has effectively supported and in many ways driven the challenging transformation agenda the council has set. It was an ambitious transformation programme and it believes it has delivered against the challenging targets contained within. It has successfully delivered £2m savings while continuing to innovate and deliver. Derby’s transformation agenda and is still improving performance in key areas. The council believes the leadership from the central services department has enabled it to deliver real transformation and cultural change and effectively future proof the organisation to meet the real challenges that are yet to come.

EAST STAFFORDSHIRE BC
The programmes and transformation team supports all of the council’s services in delivering corporate priorities for the residents and businesses of East Staffordshire. The sheer breadth of this small central services team allows it to add exceptional value, including year-on-year procurement savings in excess of £1m over the past four years. Through multidisciplinary and flexible working arrangements, the team manages key corporate projects - providing the council with specialist expertise and advice/guidance from procurement through to public relations. The team offers a complete corporate support package and is determined to make East Staffordshire a better place to live.

ESSEX CC
The procurement transformation project at Essex CC is going from strength to strength, with a strategic central procurement team that punches well above its weight in terms of involvement with the business and achievements when compared with other organisations with similar spend. These include: exceeded stretch targets in three consecutive years; delivered the four-year stretch target nine months ahead of schedule, saving £160.2m to date; and a focus on category management/supply chain management and partnership working with key stakeholders/commissioners to ensure procurement benefits are sustainable for the future. Procurement is now seen as a commercial partner rather than a transactional buying function, with personnel membedded in a number of frontline service-delivery teams, which is not always the norm for local government.

REDCAR & CLEVELAND BC
The team provides professional support in relation to a number of strategic areas and, despite suffering a significant reduction in staffing/resource itself, has continued to maintain high levels of service delivery, successfully leading projects, many of which have resulted in accreditation with external bodies and/or nomination and success in respect of high profile awards. The team has addressed significant issues including resilience, succession planning, staff morale and young people’s employment, while at the same time leading on large-scale staff reductions and maintaining or improving service delivery by using an imaginative approach in advising its clients.

WARWICKSHIRE CC
Warwickshire CC has trusted its legal services team to guide it through all the ordinary and extraordinary demands of the past year. An increasing number of other public sector organisations have also placed their trust in it. It has risen to the challenge of the far-reaching spending cuts, with its strong and dedicated in-house team providing a legal service that is consistently rated as excellent by its customers. The council is transforming the way it works to bring down costs, share best practice and continually improve its service to meet the changing face of public sector service delivery.

JUDGES
- Gifty Edila, corporate director – legal, Hackney LBC
- Lesley Seary, chief executive, Islington LBC
- Kirsty Cole, deputy chief executive, Newark & Sherwood DC
- Graeme McDonald, director, Solace
HAMPSHIRE CC
The Wessex Dance Academy is transforming the lives of young people aged 14 to 18 who have offended or are at risk of offending, have been excluded from education, or are looked after children. Run in conjunction with Hampshire CC's Youth Offending Team and a professional dance company, the Academy raises self esteem, builds confidence and shows young people they can succeed through a 12-week intensive dance programme.

LAMBETH LBC
Lambeth council's child protection service is rated as outstanding by Ofsted; its services for children in care are also rated as outstanding, as is the adoption service. This achievement is all the more remarkable because Lambeth is one of the poorest boroughs in the country. Its success is down to creating a ‘family’ of staff who felt supported and could thrive, the positive and genuine involvement of children and young people and supportive leadership. Many people have contributed to the turnaround in Lambeth's children's services and as a result some of the borough's most vulnerable young people have been given the chance of a better life.

LINCOLNSHIRE CC
Lincolnshire's Mental Health and Wellbeing Service has radically reshaped and improved support to children with mental health problems. In 2010, waiting times were 12-plus weeks and only 64% of referrals to CAMHS were accepted. Services are now available when concerns emerge, delivering effective treatment and preventing difficulties from worsening – for the same cost. Average waiting is now less than four weeks. Each month more than 300 children are seen and 80 advice sessions with referrers take place.

LIVERPOOL CITY COUNCIL
Liverpool has had no inadequate schools since March 2010. Some 77% are good or outstanding. The high quality support delivered by the School Improvement Liverpool team, in the midst of a service restructure, with budget pressures, has been innovative, progressive and influential, resulting in Liverpool schools pushing ahead of other authorities. Liverpool schools value the service to such an extent they contracted its services for a three year period. The team's reputation is at such a high that it is being procured by local and regional academies and schools.

NEWHAM LBC
Some 40% of Newham’s population is under 25 and 50% of its children live in poverty. Yet the borough has high expectations of its children and works to help them achieve their full potential. Its Every Child Programme works with schools to deliver the Newham Education Guarantee. Continued investment in early intervention and children’s centres ensures it tackles the root causes of disadvantage and supports vulnerable young people. It ensures young people have the necessary skills, abilities and qualifications to succeed in the labour market and be active in the community.

NORTH EAST LINCOLNSHIRE COUNCIL
The Vulnerable Young People’s Project partners with statutory and voluntary projects, providing vital services to help children and families maintain relationships, preventing family breakdown. The services include holiday activities, respite and alternative education meeting the differing needs and challenges of our children. It supports young people to achieve in many ways: including the AQA Certificated Unit Awards, meaning young people always have achievement within their grasp.

NORTHUMBERLAND CC
In developing the Targeted Adolescent Service Northumberland CC aspired to excellence and believes that the development of TAS demonstrates innovation, leadership, best practice, ambition and has within it many unique features. While many examples of integrated working in children’s services exist, this service is different as it ensures that structures, processes and strategies are in place to support vulnerable adolescents. TAS provides an inclusive, integrated framework within which all teams working with and supporting vulnerable adolescents can work together effectively.

TOWER HAMLETS LBC
The Tower Hamlets story demonstrates what can be achieved when there is a strong will and focus to improve the outcomes and life opportunities for children, young people and families, including for the most vulnerable. Its success is due to a shared vision and commitment by its elected members, senior managers and external partners working together to achieve positive outcomes for all young people. Its approach has included early intervention and preventative services such as its children’s centres and targeted youth work. Alongside this, its schools have played a key role in raising educational attainment as well as offering a wide range of enrichment and out of school provision.

JUDGES
- Kevin Lavery, chief executive, Cornwall Council
- Kim Bromley-Derry, chief executive, Newham LBC
- Nick Bell, chief executive, Staffordshire CC
- Mark Rogers, chief executive, Solihull MBC
at the heart of the community

John Laing
Proud sponsors of the Community Involvement Award

Congratulations to all of the entrants, especially those shortlisted, whose community involvement initiatives have made a significant impact upon the communities they serve.

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CROYDON LBC

‘All Ages’ brings people together to improve their environment, working across generations to build safer, stronger communities. It has energised local residents, released their potential, brought life to neglected areas and reduced anti-social behaviour. It is an exemplar of inter-generational practice. Building on existing resident involvement expertise, All Ages has developed an effective programme for increasing cross-generational understanding and involvement, and improved life on Croydon’s estates.

LAMBETH LBC

‘Community Freshview’ harnesses the passion and enthusiasm of local communities to make tangible and sustainable improvements to their local environment. It works by identifying the leaders within communities and encouraging them to gather volunteers from their local area. The council supports them through the planning process and provides all necessary tools and materials. Council staff then work alongside residents on an appointed day of action on which the whole community is encouraged to get involved and make the improvements they want to see. The success of the project lies in the fact volunteers are working on their own street so they are highly motivated.

LUTON BC

Through its ‘Your Say, Your Way’ programme, Luton has successfully adopted an innovative approach to involving residents and supporting them to help shape their neighbourhoods for the better. By moving away from traditional public meetings, thousands of residents have influenced decision making by engaging directly with councillors and partner organisations through a combination of festivals, surveys and interactive community events where community priorities have been agreed and projects/funding decisions voted on.

NEWHAM LBC

Newham Volunteers is at the heart of its resilient and cohesive community. It ensures residents are engaged and involved in their neighbourhood. It helps its residents develop strong social ties and increases civic pride, empowering individuals to realise their potential and develop their skills set. As one of the largest volunteering programmes in the country – a model of best practice with more than 8,000 registered volunteers – it has delivered 79,000 hours of volunteering at more than 1,453 events and helped almost 2,500 into jobs and training in the last year.

NORTHAMPTON BC

Northampton BC’s community centre asset transfer programme has delivered many benefits for the people of Northampton. The council has demonstrated the success of devolving management of community facilities through a variety of models. The project has empowered individuals and communities and has encouraged cooperation with and provided support to the voluntary and community sector. Transferring opportunity and responsibility has enabled greater control of community centres by local people and better local decision making.

NORTHUMBERLAND CC

‘Ageing Well in Northumberland’ works in partnership with older people and other organisations to support older people to stay healthy, active and connected with their communities. Using an asset-based approach, the council recognises its older people as an economic, social and cultural asset, and actively involves them in the development of Ageing Well. Ageing Well is not the preserve of social care and health services and works with other organisations to accelerate thinking beyond provision of care services to tackling wider wellbeing and public health issues.

SOUTH TYNESIDE MBC

‘Bored in Boldon’ is a partnership project aimed at reducing anti-social behaviour, in particular fires, in a neighbourhood in South Tyneside with exceptionally high levels of such fires. The cause was identified as young people living in the area who were bored or under the influence of alcohol. The project aims to boost life chances of young people, through their engagement in activities allowing a climate for enjoyment, mixed with skills development, while giving something back to their communities.

TOWER HAMLETS LBC

The Neighbourhood Agreement programme was developed to address residents’ demands for a different, more empowered kind of community engagement, and the need to co-produce solutions to perennial problems. The council created NAs as a direct response to resident concerns about the level of control they had over initiatives, how ‘local’ these initiatives could be, and how they were being measured on success. NAs create a sense of ownership in communities and enable service providers to understand where systems and processes are causing delays and draining resources.

John Laing

making infrastructure happen

A WORD FROM THE AWARD’S SPONSOR

For more than 160 years John Laing has been a provider of public sector assets and services, working with local communities in their delivery. As such, we are delighted to continue to sponsor the Community Involvement Award as this award celebrates those organisations and groups that have demonstrated the ability to harness the social capital in their local communities to deliver real improvements to the quality of life for local people. Creating improvements for their communities and for those that live, learn and work in the area.

JUDGES

- Tim Grier, managing director, John Laing Integrated Services
- Daniel Goodwin, executive director – local government finance and policy, Local Government Association
- Jim Taylor, chief executive, Rochdale MBC
- Dave Smith, chief executive, Sunderland City Council
Reason says:
this service is expensive to run.

Instinct says:
not as costly as failing to deliver.

Good governance is a fundamental building block for oversight, effective control and improvement in public sector organisations. That’s why Grant Thornton is proud to celebrate excellence through sponsorship of the LGC Corporate Governance Award.

If you would like to find out more, please contact:

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Decisions are rarely black and white. Dynamic organisations know they need to apply both reason and instinct to decision making. We are Grant Thornton and it’s what we do for our clients every day. Contact us to help unlock your potential for growth.
Corporate Governance Award

CHESHIRE WEST AND CHESTER COUNCIL
The challenge – to explain the importance of corporate governance to the whole organisation and partners, making it relevant and shedding its boring image. The response – development of an interactive training programme called The Rules of the Game based on the analogy of football. The programme established a simplified set of governance processes making it easy for people to follow the rules. The council stressed the importance of the rules of the game and the consequences of not playing by those rules. The outcome – enabling collaborative cross-partner delivery of the Altogether Better community budget programme.

DERBY CITY COUNCIL
Derby City Council recognises the significance of good corporate governance particularly at a time of real financial restraint. It also recognises that its governance arrangements need to support the council’s vision and long-term outcomes for the city. In particular, it has focused on establishing an innovative public engagement strategy informed by both the voices of its citizens and a multi-agency shared evidence base – Three Wishes – which helped to shape its direction in the Derby Plan.

EAST SUSSEX JOINT WASTE PARTNERSHIP
The East Sussex Joint Waste Partnership, a partnership of five local authorities in East Sussex, will achieve savings of £30m over 10 years at the same time as delivering an improved service to customers. The new contract for waste, recycling, street and beach cleaning activities achieves a significant saving on their combined waste collection costs and offers a better recycling service to almost 430,000 people. The councils in the partnership are run by different political parties, proving that when it comes to saving money, politics does not matter. The governance arrangements combined with strong leadership and passion has resulted in great success.

ESSEX CC
Essex CC’s Corporate Governance Project sought to demonstrably enhance the authority’s accountability, responsibility and transparency in all the decisions it makes, supported by good governance practices. The project took a broad approach incorporating transferrable technological solutions as well as tailored responses to ECC’s specific local and historical challenges. ECC has now embedded the project’s achievements into ‘business as usual’, and more work is ongoing. Officers and members continue to promote innovative approaches to distributing ownership and encouraging a culture of personal responsibility.

SUNDERLAND CITY COUNCIL
Sunderland City Council has successfully saved £100m in the past three years while improving levels of satisfaction and with no mass redundancies. It now faces the same challenge again, and is progressing new models of delivery and commercial opportunities to overcome these difficulties. Accustomed to simply getting on with it, Sunderland has streamlined its approach to risk, assurance and internal audit by establishing a robust and agile Integrated Assurance Framework. This innovative arrangement means the council is able to manage the added risk inherent in delivering its transformation programme, reducing costs significantly and progressing new models of delivery at pace.

SURREY CC
Surrey’s leader and chief executive provide strong corporate leadership. Robust scrutiny and governance arrangements ensure continued performance improvement, despite the complex and ever changing environment. The council’s scrutiny and governance arrangements use its members’ expert knowledge, skills and experience, supported by focused training and well directed officer work. Surrey’s risk management arrangements are holistic and integrated, enabling better risk identification, assessment and escalation, which facilitate knowledge and skill sharing. An example is its Olympic cycling event success. Sustainability is key to its future. It ensures robust systems and processes effectively manage risks and enable innovation to exploit opportunities.

WEST LINDSEY DC
At West Lindsey DC governance is not about scrutiny by sight but it is at the heart of everything it does. It strengthened its democratic governance and its new governance and programme management boards track progress; manage risks with clear outcome measures that include customer satisfaction. By making its governance model simple, meaningful and transparent the council demonstrates its commitment to continuous improvements. Using its assets as ‘leverage as part of its commercial approach’, it increased its understanding of risks and its appetite for them, putting it in a better position to meet its vision of becoming an entrepreneurial council.

JUDGES
- Simon Lowe, partner – governance, Grant Thornton
- Tim Gilling, deputy executive director, Centre for Public Scrutiny
- Paul Walker, chief executive, Copeland BC
- Nick Walkley, chief executive, Haringey LBC
- Stephen Hughes, chief executive, Birmingham City Council

Grant Thornton
A WORD FROM THE AWARD’S SPONSOR
Grant Thornton is delighted to continue the sponsorship of LGC’s Corporate Governance Award, which is now in its second year. Good governance has always been key to local authority success. As authorities face the challenges and opportunities ahead, strong corporate governance will become even more critical to making effective decisions in an open, transparent and accountable way, delivering long term financial stability and excellent public services. Congratulations to the shortlisted authorities for their contribution to the development of corporate governance, and for their support for this award.

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Strategic rationalisation of estates and the transformation of working environments is key to the long term viability of public services. From improving user experience and introducing sustainable initiatives, to reducing costs across a property portfolio, the focus is making space work harder and more efficiently.

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Efficiency Award

BUCKINGHAMSHIRE & MILTON KEYNES FIRE AUTHORITY
The senior management team and authority members, boosted by tremendous staff support, have reshaped the service, developing a vision and strategies that both internal and external stakeholders can recognise and buy into. They have developed processes and practices to make the organisation more efficient and effective, adopting a flexible approach that is not one size fits all. Substantial and sustainable savings and efficiencies are being achieved while delivering significant improvements in service delivery.

CROYDON LBC
Faced with rising demand for social care, Croydon established a whole-system transformation programme. Examining every service with partners, service users and carers it improved efficiency, redesigned solutions and developed new delivery vehicles to deliver better for less. Developments include influencing demand, renegotiating all contracts and commissioning new services to increase efficiency, working with GPs to predict need and target pre-emptive interventions, maximising independence, and creative care packages.

EAST SUSSEX JOINT WASTE PARTNERSHIP
The East Sussex Joint Waste Partnership of five local authorities will achieve savings of £30m over 10 years while improving services to customers. Competitive dialogue allowed the partnership to positively engage with companies and assess various aspects of affordability and service delivery. By providing the same collection services across 550 square miles, significant savings are achieved through more efficient routes and greater economies of scale.

LEICESTERSHIRE CC
The Midlands Highway Alliance is a pioneering collaboration of 16 Midlands highways authorities plus the Highways Agency, which have joined together to maximise efficiency gains by bulk purchasing highway commodities, delivering highway improvement schemes to a higher standard, speeding up procurement and sharing best practice. Its framework agreements with the private sector, collectively save MHA members about £1.5m per year – cumulatively estimated to top £16m (to the end September 2012). The Alliance is regarded by government bodies, independent organisations and the highways sector as a national exemplar. It continues to influence national efficiency programmes and inspire similar partnerships to be formed around the UK.

NEWHAM LBC
As one of the most deprived areas in Europe, Newham simply cannot afford to waste a penny. Against the backdrop of helping deliver the London 2012 Games and facing £84m of cuts, Newham’s efficiency programme has delivered £114m of savings and its commitment to protect residents’ priorities has enabled it to spend more on tackling crime and anti-social behaviour, cleaner streets and helping residents into jobs. Four successive years of council tax freezes has ensured the lowest council tax in Outer London. Savings have been achieved by streamlining the organisational structure and speeding up decision-making.

RICHMOND UPON THAMES LBC
Richmond’s Customer Contact Improvement Programme focuses on: making savings and service improvements; handling council enquiries using self service technologies; and integrating customer contact processes centrally within the contact centre. Streamlining customer contact processes has achieved significant savings as well as improving customer journeys and increased their satisfaction. By focusing on delivering first contact resolution and the effective implementation of its channel management strategy, most services are now fully accessible, easy and convenient to use.

SHEFFIELD CITY COUNCIL
Commercial Services manages all of the external spend of the council, which at £680m represents 61% of its total revenue. Over three years Commercial Services has delivered savings of £66m. Prior to it being established each procurement person delivered on average £64,000 of benefits per annum. Today each person in Commercial Services on average delivers £57,000 of benefits per annum – a nine-fold increase. It has put an additional £540m into the Sheffield economy over the past three years.

WAKEFIELD MDC
Wakefield has built and maintained a reputation as a low spending, high achieving council focused on front line services. Its pledge of “change, not cuts” keeps value for money at the heart of all its processes and outcomes, and specifically its Catalyst Council programme ensures a sustained focus on efficiency, maximising the impact of every pound it spends. Through innovative partnering, embracing new working practices and technologies and harnessing the talents of our communities it continues to do more with even less – protecting the most vulnerable people and still investing for the future.

A WORD FROM THE AWARD’S SPONSOR
Mace is proud to be supporting the LGC Awards efficiency category for the third successive year. Working closely with more than 50 public sector clients, Mace is helping to drive efficiencies throughout the full property lifecycle, providing services from project and programme management, through cost consultancy and construction, delivery to facilities management. In this challenging economic climate, we help to deliver intelligent, managed property decisions to meet current government targets, creating engaging more efficient working environments.
At DONG Energy we’re committed to investing in a low carbon future, and supporting our public sector clients in meeting their environmental targets.

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DONG Energy Sales is proud to sponsor the Energy Efficiency Category, celebrating the best practice in energy management.

For more information please call us on 0207 257 0100
www.dongenergysales.co.uk
Energy Efficiency Award

EAST RIDING OF YORKSHIRE COUNCIL
The council has continued to improve the energy efficiency of all council buildings, comprising residential, commercial and operational, to deliver value for money within a climate of funding reductions. A reduction of 986MWh of electricity and 7,007MWh of gas has been achieved during the past year, contributing to a 7% decrease in carbon emissions. A total of £2.95m has been invested in renewable and energy efficiency measures during the past year on its operational properties. An invest to save approach is being increasingly employed in order to recoup and then reinvest these energy efficiency savings.

EAST STAFFORDSHIRE BC
A number of energy saving projects have combined across East Staffordshire to communicate with residents across the borough about how to save energy and address fuel poverty. Home energy checks by the Staffordshire Fire and Rescue Service have been undertaken within a deprived area advising residents on energy efficiency. Keele University has delivered energy efficiency and sustainability workshops to schools within the area. Volunteers have been trained to deliver energy efficiency information to the public at open day events, and community centres have received energy audits to identify savings.

KETTERING BC
Kettering has always been at the forefront of low carbon energy: it was once home to the largest on-shore wind farm in the UK, has successful pilot schemes with Eon for smart meters and its recycling rates are in the top quartile of local authorities. The challenge is how to turn (historical) achievements and micro-scale smart technology into an approach that secures the delivery of 5,500 sustainable homes and a new zero carbon business park. The council leads by example, with its own practices of using low-energy LED lighting, low-energy LCD monitors, improved insulation and, of course, its impressive recycling rates. It has also worked alongside partners to deliver class-leading low carbon developments.

NOTTINGHAM CITY COUNCIL
Making Nottingham the UK’s Energy City is the council’s objective. It is building upon strong foundations and a rich history of city-scale energy planning and management, ranging from district heating through to solar panels and energy efficiency. It is increasing the city’s energy resilience, reducing energy wastage in homes and properties, providing free day time energy, encouraging tariff switching and introducing the cheaper Nottingham Energy Tariff. This is underpinned by promoting behavioural change so that residents use their energy carefully. The council is proud of its energy past and confident in its energy future.

SWALE BC
The Rushenden Retrofit, the first multi-tenure project of its kind in England, is an innovative approach to environmental regeneration that has already delivered substantial measures to 65 privately owned or rented homes on the Isle of Sheppey. This vanguard partnership programme has tackled fuel poverty and poor housing standards, as well as achieving about 10,000 tonnes of carbon savings in an area within the most deprived 5% of communities in England. The programme is being rolled out to a further 225 social homes with the council’s landlord partner, AmicusHorizon, and includes an HCA-funded evaluation and monitoring programme to develop a new national code for retrofit.

WILTSHIRE COUNCIL
Wiltshire Council is committed to energy efficiency. There are a number of projects which have reduced carbon consumption and made savings. These include working with schools to advise them on energy use, advising staff on energy efficiency, working with communities to insulate people’s homes and working with partners on strategies to benefit Wiltshire – including fuel poverty. The council’s ambitious ECO Programme, which underpins all its work in this area, was awarded Wiltshire Wildlife Trust’s Climate Change Impact Award in February. Work will continue with schools in the Cut Carbon Cut Costs project. To date, more than 60 invest to save projects have been implemented at a cost of £1.44m, saving 3,800 tonnes of CO2 and £368,000 on energy bills annually.
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ASSOCIATION OF GREATER MANCHESTER AUTHORITIES
The local housing allowance transition team was set up in response to the recent changes to housing benefit. Working in partnership with 11 local authorities across Greater Manchester, as well as organisations such as homelessness charities, Citizens Advice Bureau, National Careers Service and others, the team has had real success in raising awareness of the changes and has already helped more than 1,100 of those most severely affected.

DERBY CITY COUNCIL
The Healthy Housing Hub tackles the key relationship between a person’s housing circumstances and their health and wellbeing. It helps vulnerable clients across all tenures to improve their health outcomes by connecting them with the housing-related assistance they need, such as extra grab rails and hand rails to prevent falls, heating systems to reduce excess winter deaths and cold-related health issues and help with general repairs or finding somewhere more suitable to live. The team take the time and trouble to build up relationships with people – to gain their trust and understand their issues.

GREENWICH RBC
Hosting the London Games made 2012 an unforgettable year for Greenwich. To meet the challenge of having more Games venues than any other borough, Greenwich established a front-line team comprising two elements – one focused on maximising opportunities from the Games, another on front-line services. Planned over five years under the Royal Borough’s political leadership, Greenwich’s command, communication and coordination structure ensured clear lines of responsibility, leadership and oversight. This ensured delivery of a safe and successful Games; a long-term legacy; engagement of businesses and residents; meeting the needs of vulnerable groups; and high standards of service delivery. Greenwich’s partnership with 20 local businesses that benefit from integrating into mainstream services, its personal approach so individuals can meet their needs, and its innovative ‘New Horizons’ service that is recognised as one of the best in its sector nationally, are just a few examples of the innovative work undertaken to deliver a safe and successful Games.

LUTON BC
Luton BC customer services provides information and advice to customers and undertakes transactional processing in order to resolve enquiries at the first point of contact. In the past year it topped other authorities in repeated mystery shopping tests; achieved 9% very satisfied/satisfied customer ratings; shifted online benefits applications by 80%; increased productivity 35%; planned to improve customer services in Luton’s public and voluntary sector through a new social enterprise ‘Access Luton’ backed by O2 and the Cabinet Office; and proactively anticipated welfare reform pressures.

NEWHAM LBC
Making Newham a place where people choose to live, work and stay is a priority. Housing underpinnings the council’s resilience agenda, providing the tools and skills to help residents overcome difficult circumstances. Mandatory licensing in Newham protects the most vulnerable and drives up standards for all. As the first local authority to introduce borough-wide licensing, it has shaped the national agenda resulting in a ‘beds with sheds’ government taskforce supporting councils not using their full legal powers. It has established social landlord local space, providing properties for residents in temporary accommodation and its housing allocation policy will prioritise those making a contribution to society.

SOUTH OXFORDSHIRE DC AND VALE OF WHITE HORSE DC
The high performing team, made up of council and Biffa staff, works tirelessly towards the common goal of providing an excellent service while reducing waste and maximising recycling success. It delivers a service that is recognised as one of the best in its class nationally, in a professional and caring way. The team is passionate, resilient and knowledgeable. Its combined skills and experience, along with support from residents, means that the two districts now recycle more than any other council and sit proudly at the top of Defra’s recycling tables.

SOUTH TYNESIDE MBC
The small yet extremely experienced adoption service team has proven ability to embrace change and achieve outstanding outcomes for children. Its practice is both innovative and inclusive, enabling it to forge strong relationships with all involved in the adoption process. The evidence for this is abundant coming from inspection, national indicators, published practice, partner testimonies and most importantly customer feedback. It is consistently one of the best performing services in the country and its unique early permanence planning is creating a legacy of babies placed with families who are a life-long match, rather than a temporary solution. Its team has proven ability to embrace change and achieve outstanding outcomes for children.

JUDGES
- Tony Hunter, chief executive, North East Lincolnshire Council
- Richard Flinton, chief executive, North Yorkshire CC
- George Garlick, chief executive, Durham CC
Chief Executives. Local Communities. The Homeless.

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Congratulations to all the shortlisted authorities in the Health & Social Care category
BUCKINGHAMSHIRE CC
The transformation of day services in Buckinghamshire replaces 22 day centres with six day opportunities centres alongside community-based services. During the consultation the council offered first refusal to local communities if they wished to take over those day centres designated to close. The Princes Risborough community put forward a robust business case for their local centre. In addition to providing day services for the elderly, clients with learning disabilities and mental health issues, the whole community now benefits from the Princes Centre.

DARLINGTON BC
RIACT (Responsive Integrated Assessment Care Team) is a new integrated service that brings together two organisations – Darlington BC and the NHS – with voluntary organisations such as the Red Cross, to provide a single point of access for adults who require support to continue to live independently in the community. The new team aims to address the issue of individuals staying in hospital or residential care longer than required due to delays in addressing care needs. The RIACT service has reduced hospital admissions and facilitated speedy discharges from hospital and preventable residential care admissions.

LINCOLNSHIRE CC
Lincolnshire’s Mental Health and Wellbeing Service has radically reshaped and improved support for children with mental health problems. In 2010, waiting times were 12-plus weeks and only 64% of referrals were accepted. Services are now available when concerns emerge, deliver effective treatment and prevent difficulties from worsening – for the same cost. Average waiting is now less than four weeks. Each month more than 300 children are seen and 80 advice sessions with referrers take place.

NORTHAMPTONSHIRE CC
The Crisis Response Team consists of social care support workers and paramedics who have been trained together to provide a timely and effective response to frail older persons who have fallen, giving direct access for the paramedic to request social care support while still attending the call. The service works alongside the EMAS Falls Team, the Community Elderly Care Service, Intermediate Care Team, local emergency care departments, the Countywide Health Partnership team and Shaw Health Care – when appropriate. It prevents admission to hospital or other institutional care by providing a short-term service in people’s home. The intention is to assist people to regain and maintain their independence.

SURREY CC
Surrey CC’s Partnership through Prevention programme aims to maximise the independence of local residents through active and positive engagement with the 11 borough and district councils and key partners to deliver local services people want. Investing in prevention ensures people get the right, appropriate support and has helped us achieve significant savings. Working with a common purpose and breaking down organisational barriers has secured real and tangible successes, including: a universal telecare service; relocation of more than 800 adult social care staff into local council offices; and the first of 11 Wellbeing Centres.

TOWER HAMLETS LBC
The Tower Hamlets health and social care partnership has over the past three years transformed services for people with dementia and their carers. Through listening carefully to the views of people with dementia and their carers, and identifying and exploiting the opportunities for more effective working across health, social care and the third sector, the partnership has targeted new investment and redirected significant resources from in-patient services into a range of new community services. As a result, there has been a demonstrable and rapid improvement in outcomes.

TRAFFORD MBC
Within Trafford, transformational change, driven by the personalisation agenda, has been achieved in the remodelling of adult day support services. A new approach to providing day support options has been instigated; moving away from traditional, building-based in house services and reinvesting in a personal budget model, offering people greater choice and flexibility to meet their individual needs. Market development has underpinned this project, facilitating the growth of innovative, bespoke services through micro providers, sole traders and social enterprises.

WILTSHIRE COUNCIL
Help to Live at Home is Wiltshire’s new service for older people helping them to live independently at home and avoid residential care for as long as possible. It changes the priorities of care, placing wellbeing and prevent ill health. The LGC Awards is an important part of recognising and rewarding best practice in the successful delivery of these goals.
Proud sponsors of the Innovation Category

Enterprise is a leading provider of front line services to local authorities across the UK, specialising in environmental services, highways maintenance and facilities management. Whilst our partnership ethos ensures that we provide services designed around community needs, it is our focus on innovation and best practice that allows us to meet our customers changing demands.

We recognise the LGC Awards as an opportunity to showcase best practice and innovation within the local government sector and recognise outstanding achievements in this area.

www.enterprise.plc.uk
Innovation Award

BRISTOL CITY COUNCIL
Bristol wants everyone to be able to benefit from the digital opportunities available, and to participate in the prosperous, sustainable digital economy developing in the city. Its goal with the Bristol Computer Reuse Scheme is to tackle the primary barrier to digital inclusion – access to equipment. The scheme is also achieving a secondary aim of extending the life of the council’s redundant IT kit, preventing serviceable equipment from entering the waste stream.

CITY OF YORK COUNCIL
City of York Council is pioneering radical new ways to engage, innovate and co-develop solutions in the city, working with partners such as Science City York to create a culture where innovation is encouraged at every stage. Its multi-award-winning GeniUS! ‘open innovation’ project is developing rapidly; it has created an innovation fund to support innovation projects and it has launched its Innovation Catalyst Programme to develop a comprehensive innovation strategy, a ‘think tank’ of experts, workforce development activities and innovation leadership.

LANCASHIRE CC AND ONE CONNECT
Boosting economic growth, employment and skills are key socio-economic priorities for Lancashire CC in partnership with One Connect. In Lancashire CC’s role as an economic and community leader and key local employer, recruiting new workers from these economic priority groups spurs local economic growth, reducing ‘generational’ socio-economic costs of long-term unemployment and making a real difference in people’s lives. By rolling out its established innovative workforce-planning solutions to the private sector, particularly the LCC supply chain, it is supporting Lancashire companies to recruit and retain 16-24 year olds cost efficiently, thus supporting the economic growth of Lancashire and helping to reduce youth unemployment.

NORTHAMPTONSHIRE CC
INV-ENT (Innovation and Enterprise Fund) is a new fund from Northamptonshire CC that stimulates enterprising growth in small and medium enterprises through a targeted business rate rebate, releasing funds to be invested in growth and job creation. A robust, streamlined process enables the best proposals to be presented Dragons Den-style to a panel of business experts. Enterprise, ambition and growth is rewarded.

NOTTINGHAM CITY COUNCIL
Nottingham City Council uses a small group homes model to accommodate Children in Care in Residential Services. The homes replicate ‘home life’ in terms of direct care and living environment, and the young people have some choice in where they live. This is a significant change from the previous accommodation of large institutional children’s homes. The small group homes model has brought major improvements in the young people’s outcomes, including fewer incidents of criminal activity and better school attendance. The small group homes are cost-effective, needing lower staffing levels and bringing empty properties into use, saving more than £9,000 per week.

SUFFOLK CC
In September 2012, Suffolk CC launched its first mobile phone apps after holding the first UK local government mobile hack day. Crowdsourcing, the chosen delivery method, ensured Suffolk citizens shaped the project. The day had a life changing impact on 17-year-old schoolboy, Tom O’Brien, who was offered a position at global IT company JADU on the back of his work. Following the success of the hack day Suffolk has been chosen to pilot an initiative putting mobile phone app development on the school curriculum, creating a new generation of mobile app developers across the county.

WALTHAM FOREST LBC
Waltham Forest’s Enough Is Enough programme, launched in January 2011, helps those deeply entrenched in gang culture. The scheme uses a multi-agency approach, working with the whole family to address the different factors that lead people to gang involvement. It is supported by the local community and the Metropolitan Police Service. Enough is Enough is part of the council’s effort to deliver safer streets. The innovative approach to the problems of gang activity means the council has significantly reduced instances of gang-related crime.

WILTSHIRE COUNCIL
Every community in Wiltshire is different – from the iconic city of Salisbury to the small market towns – and every community has different needs. This is why Wiltshire Council has taken an innovative approach to how services in communities are delivered – led by the community for the community. The campus programme is radical – it focuses on empowering local communities, to say what services they need, and where these should be located. This straightforward concept that invests £50m (first three campuses) to save £300m – these plans are becoming a reality.
Balfour Beatty

Balfour Beatty is a world-class infrastructure services business. We have four market leading businesses in professional services, construction services, support services and infrastructure investments.

Balfour Beatty WorkPlace creates part of the support services business which provides ongoing operation and maintenance of assets, together with business services outsourcing and integrated delivery.

We target long-term business, where contracts range from five to 30 years - this is a significant growth area for us. The key to success is the quality of customer relationships and the ability to provide continuous improvement for customers, to build partnerships that broaden the scope of contracts and extend them through renewals.

Balfour Beatty WorkPlace provides managed services to local authorities and associated public sector bodies. The company exists to provide focus to the challenge of supporting local public sector organisations in continuing to serve their local customers.

Balfour Beatty WorkPlace is helping clients with a broad range of integrated services. We have just entered the 3rd year of a Regeneration partnership with North East Lincolnshire Council where we have had several significant successes across a range of blue and white collar services, focussing on transforming and regenerating the locality. Last November, we started a partnership with North Tyneside Council to deliver a range of back office services. Both of these partnerships are focussing on improving delivery of services to customers, against a backdrop of cost reduction. The public sector business area of Balfour Beatty WorkPlace includes our facilities management clients in both the local public sector and central government. Our client list include not only local authorities but also schools, police authorities, the Environment Agency and the high profile Aquatic Centre for the 2012 Olympics.

We build upon the delivery credentials of Balfour Beatty Group, which has seen the implementation of complex multi-discipline projects to local authorities, health trusts and educational establishments.

This experience is invaluable as outsourcing with local authorities becomes more transformational in nature and the financial demands become much more onerous.

In the current climate, there is a real need for an innovative and flexible approach which rises to the challenges created by today’s economy.

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For more information, please contact Caroline Hopkins on 07837 319220 or caroline.hopkins@bbworkplace.com

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Local Economic Partnership Award

ABERDEEN CITY COUNCIL
The Retail Rocks Torry project has regenerated one of Aberdeen’s most deprived areas. Scottish Government Town Centre Heritage Funding was used to purchase and refurbish six derelict shops. Aberdeen City Council invested in street CCTV, off street car-parking and refurbished housing above the shops. New entrepreneurs competed for a 12-month rent free lease and ScotBIC and the local Enterprise Trust provided business mentoring services. Three businesses still trade successfully and three units have been relet on commercial terms. This renewed vibrancy attracted other new business - dramatically reducing the number of vacant shops and improving the area’s physical appearance and retail offering.

DARLINGTON BC
The core aim of the Darlington Foundation for Jobs initiative was to bring together organisations, employers and education providers throughout Darlington to address the levels of employment and ‘work-readiness’ of young people under the age 25. Its aim was ambitious for the borough in that it sought, for the first time, to bring local businesses together with education providers to act collectively. The initiative used a range of direct action and publicity to address concerns of local employers and young people. The initiative has secured a two-year investment of £102,000 from the Local Area Agreement Performance Reward Grant as well as further investment from the private sector.

NEWHAM LBC AND THE GREATER LONDON AUTHORITY
Newham and the GLA’s innovative partnership to reinstate the Royal Docks as an economic powerhouse will attract wider economic growth. In a time of economic uncertainty, a bold and clear vision for the world’s largest enclosed dock has been adopted by the Mayor of London as a catalyst to shape the area into a world class business and commercial location. The Royal Docks are home to London City Airport, the University of East London, ExCeL London, the newly opened £35m Siemens sustainability hub and cable car crossing. With enterprise zone status; it can attract up to £22bn of investment and create a workforce of up to 20,000 by 2025, helping to shape the London of the future.

MONMOUTHSHIRE CC
Monmouthpedia is the first Wikipedia project to embrace a whole town, covering every single notable person, artefact, plant, animal and other things in Monmouth town in as many languages as possible, with a special focus on Welsh language. One of the key benefits for the town is that it stimulates local interest in the valuable heritage that it possesses. It gets people involved in sharing that heritage online via Wikipedia pages (written content) and Wikimedia Commons (pictures, audio records or video). This helps to encourage learning, a better understanding of the community and a strengthened sense of local identity.

MONMOUTHSHIRE CC
Monmouthshire Enterprise was launched as the council’s new economic development vehicle tasked with creating a dynamic purposeful and renewed focus on driving up economic activity within Monmouthshire. In 2011/12 its achievements included supporting the development of 57 new businesses, the creation of 185 new jobs in new and existing businesses and 49 jobs through inward investment projects. It also helped to secure public sector investment of £565,000 and private sector investment of £1.96m. This demonstrates the role it has played in bringing economic growth to the county, enabling and cultivating a culture of enterprise.

SUFFOLK CC
Suffolk CC has been at the forefront of work with business and other authorities in the New Anglia Local Enterprise Partnership to create a roadmap for green growth. The resulting Green Economy Manifesto was launched at the House of Commons in June 2012. Leader Mark Bee says: “For Suffolk, green economic growth is the way forward. I am delighted that we have been able to work with the Chamber and the LEP to support the development and launch of the Green Economy Manifest. We are committed to continue working with business to make the Manifesto a reality in Suffolk.”

WAKEFIELD MDC
Wakefield has bucked the national trend in urban regeneration; delivering key flagship cultural and urban projects through the downturn. Strong partnerships with local business and developers, and a clear commercial focus by the council, have been key to this success – protecting jobs and businesses and putting the city on the global map for visitors and investors. It has been open to business and open for business, punching above its weight both regionally and, increasingly, internationally, embedding the culture of close partnership working across the public and private sectors to take the calculated risks needed to succeed.

Balfour Beatty
A WORD FROM THE AWARD’S SPONSOR
Balfour Beatty is proud to sponsor the LGC Awards 2013. Creating lifelong partnerships with our customers is key to the success of our business, as is developing effective working relationships with like-minded organisations in the localities we serve. We are dedicated to delivering effective, efficient, sustainable and customer focused services which will enhance the communities and environments for the public. We see local economic partnerships as key to the sustainable development of our communities.

JUDGES
- Caroline Hopkins, business development director, Balfour Beatty
- Andrew Smith, chief executive, Hampshire CC
- Ged Fitzgerald, chief executive, Liverpool City Council
- Nina Dawes, chief executive, Lichfield DC

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BRECKLAND DC AND SOUTH HOLLAND DC
Most people thought it would never work. Two councils, 55 miles apart, with nothing in common other than the political will to innovate and a desire to deliver their residents better value for money. Yet 18 months on, there is a successful team jointly managing both. As well as delivering the political priorities of both councils (with half the management resource at half the cost), it has protected front line services and created the space for the councils’ leaders to be leaders.

ENFIELD LBC
Enfield faces major local challenges including significant levels of social deprivation, a rapidly growing population with broadening diversity, high levels of migration in and out of the borough and increasing demands on infrastructure and services. Residents have put environmental services and community safety as their top priority. The Environment Department’s management team has worked tirelessly to drive down costs and improve value for money. By investing in staff the service has delivered increased resident satisfaction and improved performance in critical areas. Partnership work has enabled the development of innovative and creative solutions to traditional problems. This in turn has resulted in tangible improvements in delivery and the protection of front line services at a time when we have had to find significant budget savings.

NEWHAM LBC
The Host Boroughs partnership is a unique arrangement formed from and answerable to six east and south-east London authorities presented with unique opportunities created by the 2012 Games. Identifying the possibilities and convincing others of their merits presented very significant challenges particularly in the past year when understandably the focus was on the Games themselves rather than what they could deliver for the local area. Through this collaboration local people gained significant benefits and the strategic importance and opportunities for growth for the sub-region have been firmly established, providing a firm basis for the area’s growth and development.

NORTHUMBERLAND CC
The wider Children’s Services management team has achieved exceptional improvements, being judged ‘outstanding’ against a backdrop of £13m in-year savings. The approach is one of reflective learning, innovation and participation - with staff, children, young people and families. This team, working with partners, has developed a range of services which Ofsted says compares with the best in the country. In tackling intractable issues, the team has acted with integrity and has further improved how it works with partners. The key test, the service user experience, demonstrates how positively this group feel their lives have been improved.

TOWER HAMLETS LBC
Over the past year, the development and renewal’s directorate management team has delivered significant improvements, within a much reduced budget, during a period of transformational change. The DMT’s strategic vision and ambition has been complemented by a robust and pragmatic approach to planning and delivery. Performance outcomes achieved include the largest number of affordable homes delivered in the country, an increase in the employment rate during a difficult economic context and month-on-month improvements in tenant satisfaction. Strong leadership and innovation has been central to the management team’s effectiveness, including a nationally regarded welfare reform programme, a ground-breaking energy co-operative and a pioneering social lettings agency.

WARWICKSHIRE CC
In 2011, when Warwickshire CC announced budget reductions of nearly £70m, its library service’s budget decreased by 30%. The management team and elected members, faced with the need to save £2m, would not simply close libraries and embarked on a journey to enable libraries that could no longer be sustained by the council to be run by volunteers – to become community-managed libraries. Within a year, the communities that were initially hostile to the prospect of losing their libraries share the council's determination not to give up. In Warwickshire, there are 12 community libraries and about 450 volunteers keeping libraries open in their communities.

JUDGES
- Andrea Bainger, head of government and social enterprise practices, Berwick Partners
- John Barradell, chief executive, City of London Corporation
- David McNulty, chief executive, Surrey CC
- Trevor Holden, chief executive, Luton BC
- Joanna Killian, chief executive, Essex CC
- Mary Harpley, chief executive, Hounslow LBC

A WORD FROM THE AWARD’S SPONSOR
Here at Berwick Partners our clients rely upon us to construct talented teams which are critical to their success. That’s why we’re proud to sponsor the Management Team Award, something close to our hearts. We strongly believe that a breadth of talent, opinion, judgement and experience within any organisation enables it to be more creative, to challenge existing thinking and deliver more innovatively. This year’s nominees demonstrate the true value of teamwork, of shared vision and of the spirit of co-operation, with inspiring stories of challenges overcome and expectations exceeded.
Local Partnerships is proud to endorse The LGC PPP Award

Local Partnerships (LP) is jointly owned by HM Treasury and the Local Government Association.

We exist to provide commercial and delivery expertise for the public sector, which includes: translating policy into delivery; supporting the effective design and efficient implementation of infrastructure projects and programmes, and working to fuel local economic growth by innovative and collaborative partnerships.

We do this by being at the leading edge of commercial practice, by being innovative with the solutions we recommend, by sharing intellectual capital freely and by building capacity within the sector. Being “in house” to the public sector makes LP easy to engage.

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If you would like more information about Local Partnerships, or need support and advice with a programme or project please contact:
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or any member of the team:
LPenquiries@local.gov.uk
Tel: 020 7187 7379

www.localpartnerships.org.uk
COVENTRY CITY COUNCIL
The Coventry and Warwickshire Construction Shared Apprenticeship Scheme is achieving its outcomes and is making a positive contribution. New employers have engaged in learning that would not necessarily have done so without the scheme. Learners have experienced real site work and gathered competence evidence. Financially, using the multi-source approach has cemented the partnership and provided stability. This is testament to the commitment and determination of all partners.

CROYDON LBC
Faced with the need for significant investment in its town and district centres, Croydon LBC took the visionary decision to establish a long-term partnership with John Laing, jointly establishing the Croydon Council Urban Regeneration Vehicle (CCURV). The ground-breaking partnership has allowed the council to pursue its regeneration agenda, delivering large-scale investment during the economic downturn. By sharing the development risks, CCURV has already delivered new housing and leisure facilities and will complete a new council headquarters in summer 2013.

ESSEX CC AND MITIE
When securing Mitie as its partner, ensuring Essex CC’s property was serviced and maintained, the council could not have predicted the added value. Yes, revenue savings are secure, capital receipts are flowing, and buildings are clean. Add: smiles on young people’s faces at World of Work Days, jobs that disabled adults have secured, vulnerable Essex youngsters who have apprenticeships in Mitie and redecoration of a respite centre and you get a taste of the enthusiasm, commitment and collaboration that permeates the co-located Essex CC Commissioning Group and the Mitie team.

GATESHEAD COUNCIL
Gateshead Council joined with the Homes and Communities Agency, Home Housing and Galliford Try to come up with an innovative solution to delivering affordable housing in the current economic climate. This £347m, 15-year programme will deliver 2,400 homes and associated community facilities. A team of 50 residents were trained to gain professional knowledge about making great neighbourhoods, and street representatives were recruited to improve the quality of life within local neighbourhoods and support consultations. The first three sites will see 315 new homes built.

HAMPSTEDESSER COUNCIL AND VIRGIN MEDIA
In 2008, Hampshire CC and Virgin Media Business began their successful partnership to transform the UK’s first Public Services Network (PSN) into one of the most ambitious telecommunications projects of its time. HPSN2 now connects faster and further, giving 1,000 public sector organisations shared access to innovative IT services, saving an incredible £1 million every year. As well as saving money, the core network now underpins 52 Hampshire Fire and Rescue sites, 99% of schools, and allows more than 20,000 public sector staff access to information from any site, at any time and from mobile devices on the move.

HULL CITY COUNCIL
Co-location, co-location, co-location. GCSE results at an all-time-high, a reduction in local crime, attendance rates on the up, more community activities than ever before and a locality recognised by residents as a better place to live – these do not sound like statistics you would ordinarily associate with Hull. Yet, they are all the realised aims of the Hull Local Education Partnership during the academic year 2011/2012; and the result of a single investment in a local area: A new co-located school fit for 21st century learning – welcome to Winifred Holtby & Tweeddykes.

LEICESTERSHIRE CC
The Midlands Highway Alliance is a pioneering collaboration of 18 Midlands highways authorities plus the Highways Agency, which have joined together to maximise efficiency gains by bulk purchasing highway commodities, delivering highway improvement schemes to a higher standard, speeding up procurement and sharing best practice. Its framework agreements with the private sector collectively save MHA members about £3.5m per year - cumulatively estimated to top £16m (to the end September 2012).

HAAVINGBC
The Banking Protocol is a key part of Havering LBC’s strategy for supporting London’s largest population of elderly and vulnerable people. In response to a spate of reports of cowboy builders and conmen ripping off older residents in the borough - the council, local banks, the police, Age Concern and others came together to provide a simple but effective protocol to help bank staff prevent this damaging crime from taking place. Initially piloted by a few local banks, the scheme has successfully prevented more than £76,000 from being conned out of local people in the past year.
The LGC Awards recognise the success of local councils over the past year, and highlight the innovation, partnerships and leadership they are bringing to local government.

In these times, never has advancement and integration between health and social care been of such paramount importance. We are proud to be sponsoring the Public Sector Partnerships Award and applaud the huge effort of the councils involved. We would also like to take this opportunity to congratulate all those who have been shortlisted for an award.

Capsticks’ health and social care team has experience of both the health and local government sector and can help you to deliver the groundbreaking solutions that now need to be delivered. Find out more about how we can work with you at www.capsticks.com/partnership-social-care or email chris.brophy@capsticks.com

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Public Sector Partnerships Award

BOSTON BC
Operation Fly Swat is a multi-agency initiative tackling the scourge of fly-tipped rubbish in south Lincolnshire. It partners the resources of Boston BC, South Holland DC, Environment Agency, Black Sluice Drainage Board, Witham Fourth Drainage Board, Lincolnshire CC, Boston Mayflower and Longhurst and Havelok Homes (housing associations) with a willing workforce from HM Prison North Sea Camp.

BRAINTREE DC, CASTLE POINT BC, COLCHESTER BC AND ROCHFORD DC
Four councils have formed a partnership to meet the challenges of delivering high-quality, low-cost ICT services, slashing service and procurement costs while building in progressive efficiencies and improvements. The collaboration is already on course to deliver savings of £7m over a five-year period, as well as seeing a transformation in business processes.

CAMBRIDGESHIRE CC AND NORTHAMPTONSHIRE CC – LGSS
LGSS, formed in 2010, as a partnership between Cambridgeshire and Northamptonshire County Councils, has grown into one of UK’s largest public sector shared services of its kind. It delivers a wide range of professional and transactional services including HR, finance, IT, asset management and legal services – to local authorities and other public sector organisations.

ESSEX COUNTYWIDE TRAVELLER UNIT – ESSEX CC
The Essex Countywide Traveller Unit (ECTU) heralds a step change in how the public sector works with Gypsy and Traveller communities living on sites in Essex and improves outcomes, reduces costs and promotes equality. The ECTU was created to address the poor outcomes experienced by the Gypsy and Traveller communities living on sites and the high costs that are incurred as a result of these poor outcomes. The partners participating in the ECTU include the county, unitary, city, district and borough councils; the police; the fire and rescue service; and health partners.

HAVANT BC
Havant’s refurbished Public Service Plaza represents a new way of working to deliver public service integration. It provides the community with access to services through one central point and an event suite for democratic and community use. The building is now shared with public, private and voluntary sector partners. Improved services for vulnerable and older people have already been reported. The working environment has been transformed for staff with improved IT and telephony plus modern and flexible office facilities.

LEICESTERSHIRE CC
The Midlands Highway Alliance is a pioneering collaboration of 18 Midlands highways authorities plus the Highways Agency, that have joined together to maximise efficiency gains by bulk purchasing highway commodities, delivering highway improvement schemes to a higher standard, speeding up procurement and sharing best practise. Using specially procured framework agreements with the private sector, MHA members collectively save about £3.5m per year.

SOUTHEND-ON-SEA BC AND SOUTH ESSEX PARTNERSHIP UNIVERSITY NHS FOUNDATION TRUST
With the single point of referral service (SPOR) Southend-on-Sea BC and community provider SEPT have brought together health and social care staff into an integrated team, which delivers an enhanced and efficient service that supports and enables the borough’s elderly population to live at home independently for longer. The SPOR eliminates duplication of effort and resources between health and social care partners and has reduced emergency admissions to hospital, delayed discharges and the need to place people in long-term care.

TOWER HAMLETS LBC
Tower Hamlets LBC worked with many partners (Olympic bodies, regional organisations, local stakeholders and council services) and engaged residents and businesses to ensure a coordinated and joined-up planning approach to London 2012. Together with partners, it set up an Olympic Operations Group (OOG) which developed and implemented Olympic plans, using highly innovative tools such as the Olympic Portal, fly-through video and the Risk Tracker to achieve aims and objectives.

TRAFFORD MBC
Trafford Partnership embodies the spirit and power of effective partnership working. In a time where maintaining delivery is challenging and some organisations are retreating into protectionism, it is tackling key issues by driving innovative collaboration to improve services and achieve efficiencies. The leadership sets the culture for partnership working across the borough, encouraging all sectors to work together and with local residents, enabling everyone to take action and improve their community.

JUDGES
- Chris Brophy, partner, Capsticks Solicitors LLP
- Julian Wain, chief executive, Gloucester City Council
- Kathryn Rossiter, managing director, Thrive
- Stephen Baker, chief executive, Suffolk Coastal DC & Waveney DC

A WORD FROM THE AWARD’S SPONSOR
In these times, never has advancement and integration between health and social care been of such paramount importance and we applaud the huge effort that the councils involved are going to. We are proud to be sponsoring the Public Sector Partnerships Award for a second year where we have the opportunity to recognise the success councils have achieved over the past year. Capsticks’ health and social care team has experience of both the health and local government sector and can help you to deliver the ground-breaking solutions that now need to be delivered.
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BARNET LBC
Barnet’s corporate anti-fraud team (CAFT) has a successful, pro-active plan focusing on managing fraud risks. Success comes from efficient working with local partners. CAFT’s investigators secured the most sanctions per officer in London. On a reducing budget CAFT identified more overpaid benefits each year, recovered properties from fraudulent tenants and convicted benefit fraudsters. CAFT developed the council’s ‘eyes and ears’, helping staff and Members pass on potential frauds, publicising frauds and confiscating the proceeds. Through strong leadership and a great team the approach assured members and residents. As the Met police said, CAFT “are among the most hard-working financial investigators”.

ISLINGTON LBC
Tackling tenancy fraud is a vitally important issue, especially with pressure on affordable homes at a peak. Islington’s anti-fraud work adds more than 10% to its housing supply, as well as limiting its homeless demand to genuine approaches – a benefit it believes will continue to grow. It is always keen to learn, and to share its expertise across the housing sector with registered providers. It regularly leads training sessions on tenancy fraud and provide guidance and assistance to others on policies, procedures and good practice. Regular visits to many of our properties also helps promote fire safety and other welfare issues.

NEWHAM LBC
Newham’s pioneering counter fraud team has developed an effective approach that sees it promote fraud awareness and tackle all types of fraud. Working with a range of partners including council services and external organisations such as HMRC, UKBA, the police and Department for Work & Pensions, it is recouping nearly £1m of council money from fraudsters. It has also undertaken a total of 148 sanctions, consisting of cautions, administrative penalties and prosecutions in the past year. Its innovative ways of working are helping to uncover other criminal offences, restoring confidence in the council and proving crime really doesn’t pay.

GREENWICH RBC
Greenwich’s pioneering approach to tackling fraud serves to protect the public purse, and protect services - particularly social housing – for those who are entitled to them. Partnership remains at the heart of this work, with successful actions resulting from joint work with DWP, Metropolitan Police, private solicitors, registered social landlords and other authorities. Its work reflects its goals of preventing, detecting, investigating and prosecuting all fraud against the Council, and innovating to minimise risk of fraud. All departments play a role. Publicity informs residents of savings achieved, and of how to report fraud, and deters those considering fraudulent activity.

TOWER HAMLETS LBC
In the past year, Tower Hamlets LBC has focused on strengthening its approach to tackling and preventing fraud. In July 2011 the corporate anti-fraud team was formed, bringing together fraud teams across the organisation, including housing benefit, social housing, parking and corporate fraud, into one central unit. The council, through taking an innovative approach to fraud management that has enabled it to make better use of its resources, has made significant progressing in fraud management.

WOLVERHAMPTON CITY COUNCIL
Wolverhampton Homes Fraud Project was started as a six-month pilot project in May 2010. Since then, the recovery of homes has been so effective that the project has been extended and a dedicated resource established. Overall, 100 homes have been now recovered since the start of the project, representing more than £1.6m saving for the public purse. Those homes have now been let to people who were in desperate need of housing. The project is recognised as being at the forefront of tackling social housing fraud and has been highlighted by the Audit Commission, Department for Communities & Local Government and Chartered Institute of Housing as an example of good practice.
With thanks to our sponsors