Winners 2014
Congratulations to all winners

The LGA is proud to support the LGC Awards for 2014. Congratulations to the winners and 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
Local innovators rise to the best practice challenge

These have been a tough few years – there’s no getting around that. However, the evidence from the 2014 LGC Awards suggests the best local government innovators have risen to the challenge of improving services at a time of diminished resources.

Time after time, our judges were bowled over by the quality of services provided by councils – and the creativity shown in their solutions to the biggest challenges faced by local communities. This year we received 664 entries – more than for many years – and 137 of these projects were shortlisted for awards. Congratulations to everyone shortlisted, in particular, to those who have been highly commended or have won.

These awards represent recognition for hard-working officers and bold politicians who have shown that town, county and city halls across the land have solutions to alleviate the nation’s biggest ills. They fly in the face of the argument – still espoused by many who trot out localist spiel – that only central control can boost efficiency and improve services.

This year we have focused again on promoting best practice. We held open live judging for the Council of the Year and Most Improved Council categories. These sessions make our judging process even more rigorous and give our audience an insight into the dilemmas facing our judges.

LGC sends its sincere thanks to all of our judges who have so generously given their time to help us identify the best local government work.

The awards do not end with the presentation of the accolade. Far from it. The awards truly come to life when the examples of good practice and innovation shown in this supplement reach a wider audience. Each extra person helped, each service improvement and each pound of inefficient spend which is diverted to better use are the true monument to local government’s pace setters.

NICK GOLDING, EDITOR, LGC

Celebrating real innovation and improvement across the sector

As ever, this year’s entries showcase the calibre of work coming from local government. I want to offer my warmest congratulations to all of those who have been shortlisted, especially all LGC Award winners.

The awards are an opportunity to recognise your hard work over the past year. Both the winning and shortlisted entries show that there is real innovation and improvement happening across the sector on a daily basis, something which is being driven from all levels, from frontline staff to leadership.

These awards demonstrate a fraction of the excellent work going on in councils across the country. Although there may be differences across the sector in our geography, challenges and finances, the awards show that we share many of the same pressures and are working hard to find solutions.

Councils learning from their peers is helping our sector to improve and to meet the challenges head on. So do take the opportunity to meet with other councils to find out more about their projects.

The LGA is proud to represent the work that is going on up and down the country, and to be the national voice for your work.

These awards allow us the time to celebrate all the successes of the past 12 months, none of which are possible without the hard work and commitment of those people on the ground who work tirelessly to deliver better services for your residents.

Congratulations again.

CAROLYN DOWNS, CHIEF EXECUTIVE, LGA
LGC Awards highlight the very best that local government has to offer. This all takes place before a live audience. The judging process ensures the representatives of the entrant organisation have to make a presentation before the full judging panel, which then closely scrutinises their work. More judges, giving them the opportunity to witness council services in action. Judges convene to discuss the entries and triangulate the information. Entrants in detail about their work. Organisation is invited to make a presentation to the panel, which then whittles down to a shortlist of between six and eight. Each shortlisted council work. Once entries are received they are reviewed by judges and sector to select the most deserving entries. Each category has its own judges were often inspired as they heard about how innovation has showcased councils' best work in all fields of local government. Our LGC works with the very best judges from both within and beyond the health england young people and families, Public health, South tyneside mBc, director of public service, tower hamlets LBc, chief executive, Waltham Forest LBc, chief executive, hackney LBc, legal, hR and regulatory services, Atkins LgA, chief executive, Lichfield Dc, former chief sector, call credit centre for Public Scrutiny, executive director, LgA, executive director, PhASt, chief executive, Sutton LBc, chief executive, east Staffordshire Bc, chief executive, Swindon Bc, chief executive,sector, Zurich municipal excellence, Swindon city of London corporation, chief executive, Suffolk coastal Dc & Waveney Dc, chief executive, Hertfordshire sector, centre for Public health, nice, chief executive, Gloucester city council, chief executive, Gloucestershire sector, Zurich municipal excellence, Gloucestershire city of London corporation, chief executive, Gloucestershire centre of Public health, nice, chief executive, Gloucester city council, chief executive, Gloucester city council

Judgement day
should be proud of their achievement.

LGC Awards highlight the very best that local government has to offer.

Before the full judging panel, which then closely scrutinises their work.

They have gathered. On the day of the awards themselves two more judges, giving them the opportunity to witness council services in action and to meet staff and service users. Once visits are complete, judges were often inspired as they heard about how innovation has showcased councils’ best work in all fields of local government. Our LGC works with the very best judges from both within and beyond the sector to select the most deserving entries. Each category has its own judging panel, each comprising at least three specialists in that area of council work. Once entries are received they are reviewed by judges and whittled down to a shortlist of between six and eight. Each shortlisted organisation is invited to make a presentation to the panel, which then questions entrants in detail about their work.

Entrants in the Council of the Year and Most Improved Council categories face an even tougher task. They receive site visits by two or more judges, giving them the opportunity to witness council services in action and to meet staff and service users. Once visits are complete, judges convene to discuss the entries and triangulate the information they have gathered. On the day of the awards themselves two representatives of the entrant organisation have to make a presentation before the full judging panel, which then closely scrutinises their work. This all takes place before a live audience. The judging process ensures the LGC Awards highlight the very best that local government has to offer. All finalists, in particular those who were highly commended or won, should be proud of their achievement.

continued overleaf

THE JUDGES
- Derrick Anderson, chief executive, Lambeth LBC
- Kay Andrews, executive director, Agilisys
- Dr Maggie Atkinson, The Children’s Commissioner for England
- Stephen Baker, chief executive, Suffolk Coastal DC & Waveney DC
- John Barradell, chief executive, City of London Corporation
- Nick Bell, Chief Executive, Staffordshire CC
- Paul Blaidentn, chief executive, Northamptonshire CC
- Niall Bolger, chief executive, Sutton LBC
- Dr Catherine Brogan, chief executive, PHAST
- Carl Brooks, director, local government, Capita Consulting
- Kim Bromley-Derry, chief executive, Newham LBC
- Chris Brophy, partner, Capsticks
- Nicola Bulbeck, chief executive, Teignbridge DC
- Peter Bungard, chief executive, Gloucestershire CC
- Deborah Cadman, chief executive, Suffolk CC
- Jonathan Clark, partner, Berwick Partners
- Kirsty Cole, deputy chief executive, Newark & Sherwood DC
- Michael Coughlin, executive director, LGA
- Jessica Crowe, executive director, Centre for Public Scrutiny
- Andrew Davis, director of public sector, Call Credit
- Nina Dawes, former chief executive, Lichfield DC
- Carolyn Downs, chief executive, LGA
- Sukhy Duggal, account director, Atkins
- Gifty Edila, corporate director - legal, HR and regulatory services, Hackney LBC
- Martin Eson, chief executive, Waltham Forest LBC
- Ged Fitzgerald, chief executive, Liverpool City Council
- Nick Golding, editor, LGC
- Theresa Grant, chief executive, Trafford MBC
- Stephen Halsey, head of paid service, Tower Hamlets LBC
- Mary Harpely, chief executive, Hounslow LBC
- Sean Harris, chief executive, Bolton MBC
- Amanda Healy, director of public health, South Tyneside MBC
- Mike Hogg, managing director, DONG Energy
- Trevor Holden, chief executive, Luton BC
- Ann Hoskins, director, children, young people and families, Public Health England
- Stephen Hughes, outgoing chief executive, Birmingham City Council
- Tony Hunter, chief executive, Social Care Institute for Excellence
- Andrew Jepp, director of public sector, Zurich Municipal
- Gavin Jones, chief executive, Swindon BC
- Professor Mike Kelly, director, Centre of Public Health, NICE
- Andrew Kerr, chief executive, Cornwall Council
- Joanna Killian, chief executive, Essex CC
- Simon Lowe, chairman, Grant Thornton Governance Institute
- Emma Maier, outgoing editor, LGC
- David McNulty, chief executive, Surrey CC
- Mary Nen, chief executive, Greenwich LBC
- Andy O’Brien, chief executive, East Staffordshire BC
- Charlie Parker, chief executive, Westminster City Council
- Doug Patterson, chief executive, Bromley LBC
- David Pearson, vice-president, Association of Directors of Adult Social Services
- Nigel Pearson, chief executive, East Riding of Yorkshire Council
- Sarah Pickup, deputy chief executive, Hertfordshire CC
- Barry Quirk, chief executive, Lewisham LBC
- Martin Reeves, chief executive, Coventry City Council
- Jane Robinson, chief executive, Gateshead Council
- Mark Rogers, chief executive, Solihull MBC
- Joanne Roney, chief executive, Wakefield MDC
- Lesley Seary, chief executive, Islington LBC
- Becky Shaw, chief executive, East Sussex CC
- Joanna Simons, chief executive, Oxfordshire CC
- Dennis Skinner, head of leadership and productivity, LGA
- Andrew Smith, chief executive, Hampshire CC
- Cormac Smith, head of communications, Basildon BC
- Dave Smith, chief executive, Sunderland City Council
- Sue Smith, chief executive, Cherwell DC and South East Northamptonshire Council
- Mike Suffield, lead director, National Audit Office
- Diana Terris, chief executive, Barnsley MBC
- Robert Tinlin, chief executive, Southend-on-Sea BC
- Julian Wain, chief executive, Gloucester City Council
- Nick Walkley, chief executive, Haringey LBC
- Adam Wilkinson, chief executive, Derby City Council

SHOWCASING ACHIEVEMENT

The LGC Awards this year received a near record level of entries, showcasing councils’ best work in all fields of local government. Our judges were often inspired as they heard about how innovation has enabled services to improve despite the tough financial climate.

LGC works with the very best judges from both within and beyond the sector to select the most deserving entries. Each category has its own judging panel, each comprising at least three specialists in that area of council work. Once entries are received they are reviewed by judges and whittled down to a shortlist of between six and eight. Each shortlisted organisation is invited to make a presentation to the panel, which then questions entrants in detail about their work.

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continued overleaf

Awards Winners 2014 Local Government Chronicle
Judgement day

Durham County Council, winner of the Council of the Year Award 2014

We would like to congratulate Durham County Council for winning the Council of the Year Award. Zurich Municipal is particularly proud to support this award as we know how much time, effort and teamwork all the entrants have to 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.
And the winner is...

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Picture gallery
Durham CC prides itself on being ambitious, open to trying new things and exhibiting a clear set of priorities. Its ‘altogether better’ plan is one example of the organisation’s priorities and sets out a precedent for collaborative community strategies. Across its six ‘altogether better’ themes, it is clear that making Durham ‘altogether wealthier’ is a top priority, hence the initiatives to realise Durham’s economic potential, major physical developments such as NETPark technology park, Durham Gate (the region’s largest mixed-use development) and its programme to boost tourism through Durham’s Year of Culture in 2013. Finally, its pioneering approach to engaging local communities through area action partnerships, neighbourhood budgets and participatory budgeting has won international acclaim. To date, it has involved more than 5,000 people in 2,200 projects. Partnership is a key part of this organisation’s success and Durham believes that it has a huge amount to offer its peers.

WINNER

This council performs highly in all areas and has outstanding staff satisfaction. Judges were impressed by relations with local businesses, support for SMEs, real progress in community asset transfer and the contribution made to the wider area.
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A word from the Award's sponsor

As a supporter 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 part of.

WINNER
Norwich City Council

The Norwich City Council of a few years ago would be unrecognisable today. Finance was weak, resulting in unexpected overspends and qualified accounts (two section 11 notices), frontline services performed poorly, it had a zero-star housing service and low recycling rates and little focus on customers and performance. Its improvement work since then has transformed the council. Norwich now performs well and is considered a good partner. It is motivated and wants to continually improve performance. This radical transformation has been achieved while simultaneously delivering approximately £23m of recurring general fund revenue savings during the past five years, equating to more than a 33% reduction in its gross controllable spend. It is now an innovative, creative city with the fastest growing population in the east of England.

"A strong partnership with a wide range of stakeholders and showed a compelling narrative of leadership improvement"

ThE shoRTlIsTEd TEAMS

lutoN BC
Suffolk CC
thurrock council

Thurrock Council has brought stability and innovation to a council previously judged inadequate and riven by managerial and political upheaval and tensions. It has developed a comprehensive growth plan to deliver 26,000 jobs and 18,500 homes by 2021 and delivered £30m savings over three years while increasing reserves. It has also created a housing company to kick-start housebuilding and transformed how it works by sharing a chief executive with a London borough and opening up working arrangements to create a more open culture. Strong leadership and cultural change meant that it achieved ‘gold’ accreditation in Investors in People in 2013.

Highly commendEd

Most Improved Council Award

Judges
Kay Andrews, executive director, Agilisys
Michael Coughlin, executive director, LGA
Nick Golding, editor, LG Council
Charlie Parker, chief executive, Westminster City Council
Joanna Simons, chief executive, Oxfordshire CC
Nick Walkley, chief executive, Haringey LBC
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WINNER

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A strong partnership with a wide range of stakeholders and showed a compelling narrative of leadership improvement

HIGHLY COMMENDED

THURROCK COUNCIL

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THE SHORTLISTED TEAMS

- LUTON BC
- SUFFOLK CC

JUDGES

- Kay Andrews, executive director, Agilisys
- Michael Coughlin, executive director, LGA
- Nick Golding, editor, LGC
- Charlie Parker, chief executive, Westminster City Council
- Joanna Simons, chief executive, Oxfordshire CC
- Nick Walkley, chief executive, Haringey LBC
We are proud to sponsor the LGC Business Transformation Award

Working in partnership with local authorities to design and deliver genuinely innovative solutions that address local needs.

@Capita_Consult
www.capita.co.uk/consulting

WINNER
Cheshire Fire & Rescue Service

Cheshire Fire & Rescue Service has become a non-traditional supplier of early intervention and prevention initiatives. This entry recognises the achievements of its community risk reduction activities during 2012-13. It has been able to shift funding from frontline emergency response to early intervention; risk reduction is now an embedded culture. The service targets vulnerable people with home safety assessments, identifying risk relating to age, gender, geodemographics and response times on a household-by-household basis.

'"
The judges were particularly impressed with how the initiative is talking the language of today's health and social care integration and is a making a major contribution to reducing health and social care costs

THE SHORTLISTED TEAMS
Barbergh DC and Mid Suffolk CC
Cherwell DC and South Northamptonshire Council
Cheshire West and Chester Council
City of London Corporation
Essex CC
Southwark LBC
Staffordshire CC

The scale of the economic challenge facing Staffordshire CC led it to embark on an ambitious journey to become a strategic commissioning organisation. It needed to achieve financial savings of £36m through transformational change in 2012-13, on top of the £35m of savings delivered in 2011-12. The council's transformation programme includes more than 30 complex projects designed to deliver benefits and improve outcomes. Resident satisfaction is now at its highest ever level (72%). In 2012-13, the transformation programme protected frontline service delivery and improved outcomes for individuals and communities, while delivering savings of £46m.

HIGHLY COMMENDED

Business Transformation Award

Judges
Niall Bolger, chief executive, Sutton LBC
Carl Brooks, director, local government, Capita Consulting
Peter Bungard, chief executive, Gloucestershire CC
Gavin Jones, chief executive, Swindon BC
Adam Wilkinson, chief executive, Derby City Council
A WORD FROM THE AWARD’S SPONSOR

Capita’s consulting business is supporting local authorities through major changes in the way that they deliver services, making sure they achieve what’s required of them, but also helping them make the most of the opportunities that arise from change. 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.

WINNER

CHESHIRE FIRE & RESCUE SERVICE

Cheshire Fire & Rescue Service has become a non-traditional supplier of early intervention and prevention initiatives. This entry recognises the achievements of its community risk reduction activities during 2012-13. It has been able to shift funding from frontline emergency response to early intervention; risk reduction is now an embedded culture. The service targets vulnerable people with home safety assessments, identifying risk relating to age, gender, geodemographics and response times on a household-by-household basis.

HIGHLY COMMENDED

STAFFORDSHIRE CC

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THE SHORTLISTED TEAMS

- BABERGH DC AND MID SUFFOLK CC
- CHERWELL DC AND SOUTH NORTHAMPTONSHIRE COUNCIL
- CHESHIRE WEST AND CHESTER COUNCIL
- CITY OF LONDON CORPORATION
- ESSEX CC
- SOUTHWARK LBC
The judges felt this was an excellent campaign that could easily be adopted by other councils with equally positive outcomes.
WINNER

EALING LBC
Pathways is an outstanding, ambitious, multidisciplinary team from the social care, youth and connections, youth offending and regeneration service. The team works in creative partnerships to support vulnerable young people aged 16-24 to access employment and training and build a better future. It uses innovative, youth-led approaches to engage with young people including radio, word of mouth, newsletters, websites, music and videos. One of its aims is to have clear annual reduction of NEETs (young people not engaged in education, employment and training) and it has exceed initial targets for this by 3.3%.

HIGHLY COMMENDED

LANCASHER CC
The council's looked after children strategy has directly led to a refreshed commissioning plan that gives young people a greater say in service design and delivery. However, the outstanding element of this nomination is the creation of Golden Raven Productions, an independent film production company formed by six disabled young people aged 11 to 17. For their first production they scripted and produced their own short film, Beyond All Limits.

NORTH YORKSHIRE CC
North Yorkshire CC Residential and Edge of Care Services has created a campaign to improve outcomes for children and young people by tackling risk taking behaviours and supporting parents and carers in the home. The outreach service supports young people on the 'edge of care' or at risk of placement breakdown. It provides a frontline service with timely, consistent and flexible approaches to working with challenging young people.

THE SHORTLISTED TEAMS

- BARKING & DAGENHAM LBC
- POWYS CC
- TOWER HAMLETS LBC
- WARRINGTON BC
Reason says: delivering savings impacts quality.

Instinct says: good redesign can achieve both.

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.

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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LGCplus.com

Awards Winners 2014 Local Government Chronicle 21
WINNER

BARNSLY MBC
For eight years, Barnsley’s communities worked alongside council officers, members and partners to create a new museum in the town’s historic town hall. As a museum, Experience Barnsley has already attracted national acclaim. The project has transformed a significant part of the town, is attracting visitors to Barnsley and exciting them about places to explore across the metropolitan borough. It is a source of huge pride to local communities; thousands helped to create it. Now open, Experience Barnsley is still proving a real focus for a diverse variety of groups and organisations to contribute and work together.

The engagement activities that marked its creation continue to thrive and the project has contributed significantly to the council’s corporate priorities.

We felt that it demonstrated an outstanding example of community involvement in the innovative and exciting development of a museum project.

HIGHLY COMMENDED

BIRMINGHAM CITY COUNCIL – PING! BRUM TABLE TENNIS
Birmingham City Council’s sport and healthy lifestyles team aims to reduce health inequalities. The approach it uses is to provide a number of physical activities free of charge and easily accessible, particularly in areas of high deprivation. The Ping! Brum table tennis festival and year-round participation through subsequent table donation, addresses these aims directly. Altogether, 64 tables and 4,000 bats went out across the city, hosted by a total of 57 third sector organisations.

THE SHORTLISTED TEAMS

- BIRMINGHAM CITY COUNCIL
- CHERWELL DC AND SOUTH NORTHAMPTONSHIRE COUNCIL
- HAVERING LBC
- SWALE BC
- WARRINGTON BC
WINNER

Barnsley MBC

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JUDGES

- Nina Dawes, former chief executive, Lichfield DC
- Sean Harriss, chief executive, Bolton MBC
- Martin Reeves, chief executive, Coventry City Council

HIGHLY COMMENDED

Hackney LBC

The London Borough of Hackney is booming. The tech sector, digital, creative economies, hospitality and retail now represent more than 60% of the borough’s 12,455 businesses, creating opportunities, where there was once derelict space. Hackney is in fifth position in overall economic performance out of all local authority areas in England and Wales, according to the Local Future survey. It is also seventh for business enterprise and ninth for growth in business stock, which has risen by 30% since 2004. New developments and business proposals are evaluated for their job creation potential and supply industry benefits. The borough selects development partners, which align to its strategies and share its vision for Hackney, and actively seeks likeminded companies to move in. It is leading the way in fostering a dynamic micro-economy within a major global city, and using that growth for the benefit of its citizens.

Ambitious, dynamic and delivered real solutions with impressive results, including on the international stage. In short, they set the standard and were a worthy winner.

JUDGES

- Nina Dawes, former chief executive, Lichfield DC
- Sean Harriss, chief executive, Bolton MBC
- Martin Reeves, chief executive, Coventry City Council

THE SHORTLISTED TEAMS

- Brighton & Hove City Council
- Derby City Council
- Greenwich RBC
- North East Lincolnshire Council in partnership with CoFley
- Northamptonshire CC
- Thurrock Council
Congratulations to the winner of the Efficiency category of the LGC Awards

Find out more about the work of the NAO:
www.nao.org.uk | @NAOorguk | Tel: 020 7798 7000
Efficiency Award

WINNER

DERBY CITY COUNCIL
Over the past three years, Derby City Council has delivered £67.4m of savings and it targets delivering a further £63.3m by March 2017. To date, 70% have been transformational/efficiency savings with only 30% delivered through reducing or stopping services. The council’s drive for efficiency has been underpinned by an ambitious programme of transformation and improvement. For the past three years it has achieved a ‘green’ value for money judgement from external auditors. Derby’s commitment to efficiency and improvement is based on three things: vision; leadership; and ambition.

HIGHLY COMMENDED

DURHAM CC
Providing ‘altogether better council’ services and making County Durham ‘altogether greener’ are key themes for the council. June 2013 saw it successfully complete one of its biggest transformational programmes – the Durham County Council Waste Programme. This has successfully transformed waste services to become more responsive and high-quality, while massively reducing cost, increasing value for money and introducing improved ways of working. The new arrangements across the entire waste management portfolio have generated £4m savings and significantly increased landfill diversion and recycling performance.

THE SHORTLISTED TEAMS

- BEXLEY LBC
- CENTRAL BEDFORDSHIRE COUNCIL
- CROYDON LBC
- EAST RIDING OF YORKSHIRE COUNCIL
- FENLAND DC
- WEST LONDON ALLIANCE

The judges felt there was an openness to the organisation, with strong governance driving efficiencies.
DONG Energy Sales is proud to sponsor the Energy Efficiency Category, celebrating best practice in energy management. We are committed to supporting our customers with their carbon and cost reduction goals.

Award-winning customer service, competitive pricing and an expanding range of energy solutions are just some of the reasons why DONG Energy Sales is one of the UK’s leading energy supply companies. If this is what you’re looking for in your energy supplier, we would love to hear from you.

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INNOVATION
COMMITMENT
SUSTAINABILITY
DONG Energy Sales is proud to sponsor the Energy Efficiency Category, celebrating best practice in energy management. We are committed to supporting our customers with their carbon and cost reduction goals.
Award-winning customer service, competitive pricing and an expanding range of energy solutions are just some of the reasons why DONG Energy Sales is one of the UK’s leading energy supply companies. If this is what you’re looking for in your energy supplier, we would love to hear from you.
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A word from the Award’s sponsor
DONG Energy Sales is delighted to support the LGC Energy Efficiency Award. Our sponsorship represents a welcome opportunity to celebrate best practice in energy management and recognises those who have made a real difference in their authorities.
We work closely with our customers to help them understand and manage their energy usage so that their costs and environmental impact are reduced as far as possible, which in turn supports them in meeting their energy targets.
We congratulate the winners and nominees, who understand the power that energy efficiency can bring to their organisation.

WINNER

NOTTINGHAM CITY COUNCIL
Energy efficiency and providing secure, affordable energy to residents and the commercial sector is driving Nottingham City Council towards the two main sustainable community strategy targets: a 26% reduction in CO2 from 2005 levels by 2020 and 20% of energy consumption being generated from low and zero carbon sources. Its approach to energy efficiency can be outlined by its implementation of the biggest energy from waste district heating network in the UK, one of the largest domestic solar PV installation projects on its social housing stock and its plan to deliver two non-domestic workshops.

HIGHLY COMMENDED

BRISTOL CITY COUNCIL
The 3e houses project recruited 100 participant properties to measure the effect of ICT solutions on energy consumption. The project provided real-time monitoring equipment and a computer tablet for each household that displayed energy consumption in an easily accessible format. The equipment monitored consumption over a period of 12 months to see whether data visualisation could affect behaviour and change attitudes toward energy consumption. The project was highly successful, resulting in reductions in energy consumption overall and raising awareness among participants of the link between individual behaviour and climate change.

THE SHORTLISTED TEAMS
• DURHAM CC
• ENFIELD LBC
• GREATER LONDON AUTHORITY
• RUGBY BC

A clear and powerful vision and set of targets backed up by not only a significant number of solid projects with proven track records of delivery but also a continuing pipeline of new areas and ideas.
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PHAST is a leading public health and wellbeing consultancy, bringing together the most respected experts from public health and local government.

We are currently working with local authorities to support the transition process, and empowering teams to effectively use public health knowledge and skills - improving health and reducing inequalities.

As a social enterprise, we keep our costs as low as possible for clients and any financial surplus is put towards charitable projects, both nationally and internationally.

So whether you’re a Chief Executive trying to maximise funding, a manager who wants to improve services through developing your team’s public health skills, or part of an isolated population such as the homeless - PHAST means healthier outcomes for everybody.

phast.org.uk

Find out how we can help you: enquiries@phast.org.uk 0203 4795250
WINNER
LINCINGHIRE CC, LINCINGHIRE PARTNERSHIP FOUNDATION TRUST AND SHINE MENTAL HEALTH SUPPORT NETWORK
In 2011, there was a 30% reduction in the adult social care budget. The county council and the mental health trust designed a new model of integrated health and social care, recognising the crucial role volunteers play in helping people to maintain good mental health and to recover from periods of mental ill health. However, it also recognised that people who are not eligible for adult social care also need help, and so a mental illness prevention fund was established. At the same time, it was recognised there is a much wider community interested in mental health in the county. The SHINE mental health support network was set up as a way of engaging the people of Lincolnshire.

HIGHLY COMMENDED
CHESHIRE WEST AND CHESTER COUNCIL
Vivo Care Choices is a social care company owned by Cheshire West and Chester Council providing a range of services for people with learning disabilities. It promotes health and wellbeing and provides opportunities for greater inclusion in the local community. Vivo has formed a successful working partnership with the Cheshire Football Association and Cheshire Sport by establishing the Cheshire Disability Social League, a competitive football and sporting league that provides sporting opportunities for people of all abilities.

THE SHORTLISTED TEAMS
- BARKING & DAGENHAM LBC
- BARNESLEY MBC
- BIRMINGHAM CITY COUNCIL
- LEICESTER CITY COUNCIL
- STAFFORDSHIRE CC

This initiative is ambitious and innovative, working alongside the voluntary sector with community participation
...and the winner is....

Atkins would like to congratulate Merton LBC, winners in the innovation award category in the 2014 LGC Awards.

We would like to also extend our congratulations to all the shortlisted organisations for this category. The high level of innovation, benefits and outcomes delivered by all of the shortlisted organisations highlights the talent and depth of expertise that exists across the public sector.
Innovation Award

WINNER

MERTON LBC

Merton has been providing a service to social care customers called ‘Direct Payments’ for more than 10 years. Direct Payments enables customers to have the choice to receive money from the local authority to purchase their own care services or perhaps interview and employ their own worker. A direct payment allows customers to buy services from the open market. In the middle of the recession Merton set up a new approach. Instead of having one huge ‘holding account’ to monitor all customer transactions, each customer would have an individual account (via a pre-paid card) that could be clearly and efficiently opened and monitored with fewer resources. These accounts show each individual customer’s transaction history, including any financial contributions made by them. There is no longer the resource-consuming task of having to reconcile one huge account.

This innovation has empowered a truly vulnerable group of service users in a cost-effective manner

HIGHLY COMMENDED

NOTTINGHAM CITY COUNCIL

In Nottingham, stray dogs are managed by community protection’s dog control team. Every year, the team deals with more than 600 stray dogs, costing the local authority in excess of £160,000. A Facebook page was created, specifically written and designed to target pet owners and pet lovers. The dog control officers take a picture of the dog and upload it directly to the page, including the location and time it was found. This ensures the moment the dog is found its image is being circulated, reducing the time the officers are required to keep charge of it and thereby reducing costs.

THE SHORTLISTED TEAMS

- EALING LBC
- LAMBETH LBC – YOUNG LAMBETH COOPERATIVE
- NORTH TYNESIDE COUNCIL
- WARRINGTON BC
- WEST LONDON ALLIANCE

JUDGES

- Deborah Cadman, chief executive, Suffolk CC
- Sukhy Duggal, account director, Atkins
- Ged Fitzgerald, chief executive, Liverpool City Council
- Barry Quirk, chief executive, Lewisham LBC
- Joanne Roney, chief executive, Wakefield MDC

Atkins is proud to sponsor the Innovation category in the 2014 LGC Awards. Our congratulations go to all of the shortlisted authorities and especially to Merton LBC on winning the Innovation Award. With increasing pressures on local authorities to deliver on cost savings while retaining frontline services, the need for authorities to innovate and deliver compelling service solutions is greater than ever before. Atkins has invested in local government for many years, and we have unrivalled expertise across the full range of local government service areas, including children’s services, highways, transport, asset management, estates rationalisation, environment, waste management, regeneration and planning, ICT and corporate services.
A word from the Awards sponsor

At Berwick Partners we enable organisations and their leaders to respond effectively to the evolving context of local government and the challenges and opportunities this presents. We are proud to sponsor the new Innovation in Commissioning Award. The nominees have demonstrated that local authorities can adopt different approaches to service design and configuration, commissioning and delivery. As a result, tangible benefits have been realised for the communities and citizens they serve.

WINNER

Lancashire CC

Lancashire CC has transformed independent health and social care advocacy by listening to feedback from professionals, service users and their carers. As a result of the Health and Social Care Act 2012, additional advocacy commissioning responsibilities transferred to councils. The Lancashire Clinical Commissioning Group Network agreed there were inconsistencies in NHS funding and that all seven CCG areas should contribute fairly to the cost of advocacy. The advocacy landscape has been simplified by creating a single point of access across all areas. Many people with disabilities have a heavy dependence on health and social care services and find that dealing with large organisations can be daunting. Advocates know how their systems work and who to talk to, and help people to speak up for themselves. Organisations welcome and invest in this customer feedback to ensure they can learn from people’s experiences and improve services.

" Patience and persistence has evidently paid off with a more constructive relationship between Lancashire CC, Blackburn with Darwen BC and the six CCGs."

The Shortlisted Teams

- Cheshire West and Chester Council
- East Sussex CC
- North Yorkshire CC
- Nottingham City Council
- Staffordshire CC
- West London Alliance

Buckinghamshire CC

Buckinghamshire CC considered there was an urgent need to commission a new model of delivery for school-based services. The aspiration was a user-led model of delivery that would focus on attainment and achievement of children and young people; deliver £15m worth of early years and school-based services; and establish a sustainable future for early years and school improvement services. Established in August 2013, the Buckinghamshire Learning Trust is an independent charity with a board of trustees from early years providers, schools and the council.

Highly Commended

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Patience and persistence has evidently paid off with a more constructive relationship between Lancashire CC, Blackburn with Darwen BC and the six CCGs.

HIGHLY COMMENDED

BUCKINGHAMSHIRE CC

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THE SHORTLISTED TEAMS

- CHESHIRE WEST AND CHESTER COUNCIL
- EAST SUSSEX CC
- NORTH YORKSHIRE CC
- NOTTINGHAM CITY COUNCIL
- STAFFORDSHIRE CC
- WEST LONDON ALLIANCE
Capsticks is pleased to support the Most Innovative Service Delivery Model Award 2014

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.

We would like to take this opportunity to congratulate the winner of the Most Innovative Service Delivery Model Award 2014, The Sheffield Bus Partnership, and indeed all those who won or who were 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 by visiting our partnership working/social care and social enterprise pages at www.capsticks.com or email chris.brophy@capsticks.com

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Capsticks is pleased to support the Most Innovative Service Delivery Model Award 2014

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 newly introduced ‘Most Innovative Service Delivery Model Award’ and congratulate the winner and the huge effort of all the organisations that were shortlisted. Capsticks’ health and social care team has experience of both the health and local government sectors and can help you to deliver the groundbreaking solutions that now need to be delivered. We add value to our clients’ businesses through our detailed knowledge of the sectors, our involvement in many innovatory projects and our ability to provide practical and commercial insights in addition to clear and concise legal advice.

WINNER

SHEFFIELD BUS PARTNERSHIP
The Sheffield Bus Partnership is a new start for buses in Sheffield. Unprecedented in geographical scale and using many of the tools provided by the Local Transport Act, it was established due to a joint acknowledgement that a new approach was needed. The SBP is a voluntary partnership that brings together South Yorkshire Passenger Transport Executive, Sheffield City Council, and bus operators First South Yorkshire, Stagecoach in Sheffield and Sheffield Community Transport. The ambitious nature of the partnership and the speed with which it has delivered results has gained recognition from government and secured additional £18.3m Better Bus Area funding.

‘’The judges agreed that this entry stood out as it is a unique partnership, of a kind and structure rarely seen before”

THE SHORTLISTED TEAMS

- BARNasley MBC
- CROYDON LBC
- HAMMERSMITH & FULHAM LBC, KENSINGTON & CHELSEA RBC AND WESTMINSTER CITY COUNCIL
- LIVERPOOL CITY COUNCIL
- STAFFORDSHIRE CC
- WEST LONDON ALLIANCE
- WWISH – WARRINGTON, WIGAN AND ST HELENS COUNCILS
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Local government’s new responsibility for public health presents a huge opportunity to reduce health inequalities and premature deaths from disease.

Since 2005 the National Institute for Health and Care Excellence (NICE) has been producing evidence based, public health guidance which shows the most effective and value for money ways of improving the health and wellbeing of the population.

NICE is sponsoring this award to highlight how councils are meeting public health challenges and show that investing in public health will bring benefits for all.

We would like to congratulate everyone who has been shortlisted for this year’s award

www.nice.org.uk/localgovernment
WINNER

SOUTH TYNESE MBC

The transfer of the public health function to South Tyneside MBC in April 2013 has provided the council with an opportunity to put public health at the heart of everything it does. The 'Every Contact a Health Improvement Contact' programme is central to the council's vision to make South Tyneside "an outstanding place to live, invest, and bring up families". South Tyneside MBC's position as strategic lead for improving the health and wellbeing of the public is demonstrated through its commitment to service redesign, ensuring frontline staff are involved in promoting positive messages encouraging health behaviour change to the public.

HIGHLY COMMENDED

BUCKINGHAMSHIRE CC

Buckinghamshire CC has seized on the new local authority public health responsibilities to drive forward positive change in people’s health and wellbeing using innovative joint working between council departments, other Buckinghamshire partners and local communities. The public health team has provided extensive briefing and training for cabinet members and directors to ensure the public health aspects of each council portfolio were identified and fully integrated into their work programmes, adding value to council services across the board. Buckinghamshire’s health and wellbeing strategy is informed and shaped by the Joint Strategic Needs Assessment and clearly sets out the county’s overall health.

THE SHORTLISTED TEAMS

- CHESHIRE WEST AND CHESTER COUNCIL
- EAST RIDING OF YORKSHIRE COUNCIL
- LEEDS CITY COUNCIL
- MEDWAY COUNCIL
- TOWER HAMLETS LBC
- WALSALL MBC
WINNER

GLOUCESTERSHIRE CC WITH PROSPECTS
Since 2009, Prospects has forged an innovative and effective partnership with Gloucestershire CC education department and other key partners in the county. This began when Prospects won a contract to deliver the Connexions young people's guidance services and also offer integrated leadership for targeted youth services. Driven by the objective of seeing young people currently out of education or training, the multi-agency approach taken through this partnership included the youth offending, the leaving care, the young people’s specialist substance misuse, youth and the youth housing advice services.

The judges were impressed with this brave, unique and authentic partnership. Both partners are aware of the high risks associated with this approach but managed with them well.

HIGHLY COMMENDED

STOKE-ON-TRENT CITY COUNCIL WITH KIER
Following an Audit Commission inspection of the holistic housing service during 2002, Stoke-on-Trent City Council carried out an independent service review and options appraisal for future service delivery. This identified the need to establish a joint venture partnership with a private sector company to deliver a high quality repairs and maintenance service for the 19,100 council houses and 450 public buildings city-wide. Following a rigorous, competitive tender process, Kier was appointed as the partner and Kier Stoke was launched in 2008. Over the initial 10-year term contract, Kier Stoke provides responsive repairs, voids and planned maintenance services.

THE SHORTLISTED TEAMS

- AMBER VALLEY BC
- BARKING & DAGENHAM LBC WITH ELEVATE
- BIRMINGHAM CITY COUNCIL WITH AMEY
- DERBYSHIRE CC, SCAPE AND F+G
- EXETER AND THE HEART OF DEVON GROWTH BOARD
- PLYMOUTH CITY COUNCIL
WINNER

THE TRI-BOROUGH PARTNERSHIP OF HAMMERSMITH & FULHAM LBC, KENSINGTON & CHELSEA RBC AND WESTMINSTER CITY COUNCIL

The tri-borough initiative is an ongoing programme to deliver savings while maintaining and enhancing frontline services across Westminster, Hammersmith & Fulham and Kensington & Chelsea. The scheme had two initial objectives: to deliver a better quality of life to people through improved combined services; and to make the taxpayer’s money go further by pooling expertise. Starting from a vision in 2011 to share services with neighbouring boroughs, the tri-borough initiative saved £7.7m in 2012–13.

EDITOR’S CHOICE WINNER

HACKNEY LBC

Hackney’s integrated gangs unit is a partnership team born out of a desire from all members to tackle gang crime at its root. The IGU was launched in 2010, after two years of development work between the council, police and voluntary sector. It is led by Hackney LBC but co-funded and co-located, with staff embedded from the Metropolitan Police, Probation Service, Department for Work and Pensions, Young Hackney (the council’s youth services), Hackney’s community safety team, a dedicated research and analysis team and the Safer London Foundation. The team combines expertise from each agency with the most senior level of governance, led by the council’s chief executive. Education, skills and opportunity are central to this.

THE SHORTLISTED TEAMS

- DEVON CC
- HARRROW LBC
- HERTFORDSHIRE CC
- MEDWAY COUNCIL
- ROTHERHAM MBC AND DONCASTER MBC
- ROTHERHAM MBC

JUDGES

- Theresa Grant, chief executive, Trafford MBC
- Sue Smith, chief executive, Cherwell DC and South Northamptonshire Council

LGCplus.com

Awards Winners 2014 Local Government Chronicle 39
Southwark LBC

Everything Southwark's anti-fraud service does is motivated by a desire to protect resources for those in genuine need. It has clamped down on fraud through an increase in council tax billing by £1.5m, the development of a hard-hitting communications campaign and operations bronze and silver. Operation bronze is a housing allocation project resulting in 24 properties being recovered and operation silver is a data-matching exercise involving work with internal and external partners which led to 2,000 leads being analysed. Operations are structured around building effective and secure control, which helps departments prevent fraud as part of their 'business as usual' approach.

Excellent impact tackling fraud across the borough with demonstrable outcomes, good evidence of learning and strong corporate culture and partnerships

Southwark LBC

In a challenging economic environment Cheshire West and Chester Council has developed ‘Money, Money, Money’, a project with the objective of raising awareness and reducing fraud, recovering the proceeds of crime and investing recovered proceeds into further preventative work and the community. The project has been developed and is being delivered by a small financial investigations team located within regulatory services. It is intended that this team will make an impact on the ‘whole council’ in its bid to tackle fraud.

Highly Commended

A word from the Award’s sponsor

Coactiva’s offering of software, analytics and vast consumer information will help you meet the growing challenge of change in the public sector. Spending cuts and policy changes call for new ways of thinking. By combining our extensive public sector experience with technology, data and consultancy excellence, we provide the unique knowledge and insight that our clients need to make better, more responsible decisions - and make a real difference to public services.

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Congratulations to all organisations shortlisted for the Tackling Fraud category
Tackling Fraud Award

WINNER

SOUTHWARK LBC

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HIGHLY COMMENDED

CHESHIRE WEST AND CHESTER COUNCIL

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THE SHORTLISTED TEAMS

- CUMBRIA CC
- DEVON AND SOMERSET TRADING STANDARDS SERVICE - A JOINT SERVICE COMMISSIONED BY DEVON AND SOMERSET CCs
- WESTMINSTER CITY COUNCIL
- LEICESTER CITY COUNCIL
- OXFORD CITY COUNCIL
- WALTHAM FOREST LBC & MAZARS PSIA

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Tel: 0845 330 0747
Web: www.coactiva.com
WINNER

GATESHEAD COUNCIL
Building Cleaning Service is Gateshead Council’s own professional cleaning service. BCS provides an extensive cleaning service to more than 250 locations. Its clear and shared vision is projected through recognised high cleaning standards, a forward-thinking approach and highly dedicated team. It has successfully retained the government’s prestigious Customer Service Excellence Award for the past four years after becoming one of the first organisations in the UK to be awarded the standard.

THE SHORTLISTED TEAMS
- BIRMINGHAM CITY COUNCIL
- BUCKINGHAMSHIRE CC
- EAST RENFREWSHIRE COUNCIL
- EAST SUSSEX CC
- HERTFORDSHIRE CC
- MERTON LBC
- OXFORD CITY COUNCIL

Impressive achievement in 2012-13 of acquiring external contracts and competing with private contractors. Truly an example of everyone in the team working together for the common goal.

JUDGES
- Gifty Edila, corporate director – legal, HR and regulatory services, Hackney LBC
- Trevor Holden, chief executive, Luton BC
- Andy O’Brien, chief executive, East Staffordshire BC
- Robert Tinlin, chief executive, Southend-on-Sea BC
WINNER Gateshead Council

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The Shortlisted Teams

- Birmingham City Council
- Buckinghamshire CC
- East Renfrewshire Council
- East Sussex CC
- Hertfordshire CC
- Merton LBC
- Oxford City Council

Team of the Year Award

Judges

- Gifty Edila, corporate director - legal, HR and regulatory services, Hackney LBC
- Trevor Holden, chief executive, Luton BC
- Andy O’Brien, chief executive, East Staffordshire BC
- Robert Tinlin, chief executive, Southend-on-Sea BC

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