

apse

annual seminar 2008

Annual dinner and service awards
programme



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Note of thanks

APSE would like to thank Enterprise Plc for sponsoring the APSE Annual Dinner and Service Awards 2008

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Thanks also to Nottingham City Council and 'The MJ' for supporting the event.



Nottingham

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Evening programme

- 18:45 Pre dinner drinks reception
- 19:30 Annual dinner commences
- 20:45 Comfort break
- 21:00 APSE Annual Service Awards 2008
- 22:00 Evening entertainment commences

Service award categories and sponsors

1. Best employee and equality initiative

Sponsored by UNISON



2. Best elected member development initiative

Sponsored by Toltec



3. Best housing and regeneration initiative

Sponsored by Walker Morris



4. Best efficiency initiative

Sponsored by Tribal Group



5. Best healthy living initiative

Sponsored by Fretwell Downing Hospitality



6a. Public / private partnership working

Sponsored by Eversheds



6b. Public / public partnership working

Sponsored by Eversheds



6c. Public / voluntary partnership working

Sponsored by Eversheds



7. Best community and neighbourhood initiative

Sponsored by Terberg Matec UK Ltd



8. Best information and communication technology initiative

Sponsored by Consilium Technologies



9. Best environmental initiative

Sponsored by Carbon Accountable



10a. Best service team: construction and building

Sponsored by Hays Construction & Property



10b. Best service team: catering

Sponsored by Stellex



10c. Best service team: building/facilities cleaning

Sponsored by Incorporatewear Ltd



10d. Best service team: highways, winter maintenance and street lighting

Sponsored by Amey



10e. Best service team: transport and fleet

Sponsored by Fraikin



10f. Best service team: waste management and recycling

Sponsored by Heil Europe Ltd



10g. Best service team: streetscene and public realm

Sponsored by APTUS Personnel



10h. Best service team: parks, grounds and horticultural

Sponsored by SGM (UK) Ltd



10i. Best service team: sports, leisure and cultural

Sponsored by IQ Associates



10j. Best service team: social care

Sponsored by UNISON



11. Overall council of the year in service delivery

Sponsored by Enterprise



APSE Service Awards 2008 kindly sponsored by Enterprise Plc



A guide to the finalists

1. Best employee and equality initiative

Sponsored by UNISON

City & County of Swansea

“Corporate Building Services Staff Training & Development Programme”

After many years of minimum investment, the Authority’s Corporate Building Services (CBS) is currently undertaking a major programme of staff training and development. Part of its strategy relates to the specific targeting of its apprentices and pre-apprenticeship strategies aimed at developing the future capacity and skills for the organization and to enable it to meet customer expectations.

Some of the key actions outlined in this submission include:-

- The reintroduction of trade apprenticeships for the first time in many years recognising the need to replace skilled tradesmen who were part of an increasingly aged workforce. Current numbers stand at 62 since its inception.
- The introduction of its work related education programme which will replace the existing work experience route for pupils, allowing students to attend the organization for one day per week over 30 weeks.

City of Wakefield MDC

“Developing staff and a service for the future”

The Waste Services entry is based on its performance in the last year in investing for the future, through its ongoing commitment to all staff by providing learning opportunities that suit the needs of each individual ranging from NVQ Level 1, 2, 3, through to HND/MSC. At all times stopping and applying basic skills training where required in a supportive environment. This could range from shop floor to senior managers.

Our team continues to be committed to providing training and learning for all in order to appropriately develop staff. That is why lifelong learning is now truly embedded in our service creating a learning culture. Lifelong learning can be any learning that helps develop knowledge, understanding and skills throughout your life. With this in mind our service is proud of its achievements to-date none more so than with our continued accredited WAMITAB centre for waste.

East Renfrewshire Council

“Corporate Violent Warning Marker System”

Violence to staff is a growing concern for public sector workers. Current legislation in this area makes it an offence to physically or verbally assault

emergency workers, such as a fireman, doctor or nurse during the course of their work. There is no such legislation in place for “ordinary” public sector workers such as those employed by local authorities, despite such incidents being an increasingly frequent occurrence for some such workers.

Central to our strategic approach to manage these issues in our authority was to develop a Corporate Violent Warning Marker (VWM) System. The system needed to incorporate the necessary policies, procedures and protocols that would enable us to “flag” potentially violent individuals, using our existing Customer Records Management System (CRM) and at the same time ensure compliance with the Data Protection Act and related legislation.

London Borough of Tower Hamlets

“Positive Action Scheme for Social Workers”

In the late 1990s Tower Hamlets Council faced major challenges for its social work workforce. Although we were not alone in facing them, to our knowledge, we were alone in responding to them in such a holistic manner.

The 2006 review of the Department of Health and the Department for Skills and Education, Options for Excellence, sets out the components to build the social care workforce of the future. It

states that:

- “In a highly effective workforce... staff would be well trained, appropriately qualified and motivated...”
- “Vacancy rates... would be at a manageable level”
- “The workforce needs to reflect the community it serves.”

Since 1998, our Positive Action Scheme for social workers has made great progress in creating the workforce Options for Excellence describes. Our initiatives have also achieved value for money and provided indirect benefits for the communities we serve.

Rotherham MBC

“Initiatives to encourage women into non-traditional roles”

Rotherham MBC and their ALMO 2010 Rotherham are committed to encouraging women into non-traditional or male dominated roles to increase work force diversity, to reduce the gender gap and help address skills shortages.

Five specific sections are identified within the initiatives:

1. Encouraging young girls into non-traditional roles – how we have encouraged girls in schools and colleges to consider qualifications and careers in construction.
2. WIN, the worker representative group for women employees in RMBC initiatives to encourage women to consider non-traditional roles.
3. 2010 Rotherham initiatives –

A Cultural Analysis tool was the start of a range of changes aimed at attracting more women into craft apprentices.

4. Environment & Development Services Directorate – how women employees working in non-technical roles attended an accredited course at Sheffield Hallam University.

5. Work life balance initiatives – the impact which a range of flexible working initiatives in RMBC have had in retaining women already in non-traditional roles.

South Lanarkshire Council

“Our Employees are Our Priority”

South Lanarkshire Council recognises that its 15,654 employees are its most valuable resource.

The Council strives to be a model employer and offers a comprehensive range of benefits and services to its employees, without whom, there would be no service delivery. These services help ensure that the employees of the Council are both fulfilled and motivated in the roles they undertake, both at present, and those under development for the future.

This has led to one of the lowest national absence rates in the public construction sector, combined with the Council being viewed as a choice employer by prospective candidates across resource areas – a vitally important aspect in a marketplace acknowledged by all as

suffering from key skill and resource shortages.

South Lanarkshire Council Property Services has a proven reputation as a successful and caring public service employer.

Our Employees are Our Priority.

West Lothian Council

“Diversity Week”

2007 was the European Year of Equal Opportunities, and in recognition of this, Diversity Week took place in West Lothian between Monday 26 and Friday 30 November.

Diversity Week 2007 was designed to raise awareness and involve staff and citizens in the promotion of equality and diversity. A series of events took place between Monday 26 and Friday 30 November.

The aim of West Lothian Council in striving for excellence is always to provide the best possible services and value for money for our citizens. A culture of creativity, innovation and excellence in delivery of services is key achieving this aim. West Lothian Diversity Week 2007 actively helped to take this forward by increasing the capacity of our staff and citizens to understand the different needs of particular groups within our community.

Diversity Week was also a platform to learn more about your community, challenge misconceptions, promote community relations and develop innovative ideas to achieve equality and promote diversity.

2. Best elected member development initiative

Sponsored by Toltec

Hull City Council

“Planning Committee Development Programme”

In 2006 the Planning Committee anticipated the regeneration surge that was about to happen in Hull and appreciated the benefits a wider range of influences would have on their decision making.

A City Centre Master Plan, prepared by Hull Citybuild (Hull’s urban regeneration company), provided the guidance for the following investment and regeneration:

- The £40m St Stephen’s retail and leisure development, including a new transport interchange, opened September 2007.
- The Humber Quays, Hull’s new waterfront business and international trade district, will be home to the North of England’s only World Trade Centre due to open in spring 2008.
- Work commenced in February 2008 to transform the fruit market area of Hull’s marina into homes, restaurants, shops and offices.
- In January 2008 approval was granted for The Boom, a £65m plan to regenerate Hull’s historic riverfront.

Aware that the Planning Committee would be moving into unfamiliar territory, the Chairman requested a specific programme of development.

Humber Improvement Partnership

“Bridging the Gap”

A first glance it is difference rather than commonality which is most apparent in the Humber sub-region. It is split by a passionate rivalry dating back to the siege of Hull, (the first action of the English Civil War) and more practically by a river nearly nine miles wide with only one route across it – probably the most expensive toll-bridge in the country. This submission looks at the progress made in the field of member development to ‘bridge the gap’.

HIP consists of representatives from East Riding of Yorkshire Council (ERYC), Hull City Council (HCC), Humberside Fire and Rescue Services (HFRS), North East Lincolnshire Council (NELC) and North Lincolnshire Council (NLC).

Interventions delivered by this project range from providing formal qualifications to taking the classroom into the community, a cabinet level away day to conferences for officers and members. Our programmes appeal to members with 20 years experience and those with 20 days.

Kettering borough Council

“Member Development – An Inspirational Approach”

We understand the importance of strong leadership in order to meet objectives. We also recognise that effective management in local authorities is not just about political or professional management, but about mixing the two together

to deliver the needs and aspirations of local people.

Having discovered from surveys and community feedback that our residents did not appear to know who their local councillor was, we decided to try and address these issues using an inspirational approach.

We decided we would use four main projects to achieve this aim. These were:

- to seek accreditation of the Councillor Development Charter
- to introduce a new and improved induction programme
- to organise bus tours of the Borough
- to hold a series of ward walkabouts with senior officers and councillors

We also modernised the way that we delivered training events, and offered some key training opportunities at different times of the day, so that members would find it easier to attend.

Knowsley MBC

“Effective Member Development”

Knowsley recognises that the provision of the correct tools, equipment, training and support is fundamental to enabling elected Members to carry out their complex roles to the best of their abilities. Furthermore, we appreciate that the absence of these basic necessities can have a harmful effect on, not least a Members’ personal development and performance, but also the

performance of the Authority as a whole and the well being of our community.

Member development is therefore acknowledged as integral to delivering the Council's vision of 'Improving People's Lives' and as such has been identified as one of the key projects in the Change Enabling Plan within our Corporate Plan.

Significant features of member development approach include-

- Both the Member Development Strategy and the Programme are designed, monitored and reviewed by elected Members
- The Authority's Executive consider and endorse the programme on an annual basis

London Borough of Newham

"Performance Management of Councillors"

A new scheme for Performance Management of Councillors in Newham was introduced in 2007 to support the development of Councillors. As part of this scheme, three management development tools were introduced to provide Councillors with insight into their performance, personality and behaviour.

The tools, the 360o feedback, the Facet5 personality testing and appraisals were fed back to participants by independent consultants in confidential 1-1 sessions. These sessions supported participants in understanding the key themes emerging from the reports, and to identify the areas and means by which to make future

changes. Performance appraisals were carried out by the Mayor or other senior councillors.

The purpose of the scheme was to institute a process which would:

- Establish a framework for evaluating and demonstrating the achievements of elected members
- Comply with legislation and best practice as regards member allowances and demonstrate clear achievements against remuneration
- Contribute to member development
- Enhance accountability
- Complement the Council's other performance management processes

Sandwell MBC

"How to Guides ~ Helping new Cabinet Members become effective"

Helping new Cabinet Members do their job effectively can be a real poser. Veteran councillors may take an "old dogs & new tricks" line and where to begin with tyros to an executive role ?

Sandwell Council's "How To" guides - one for each of our Cabinet Members - go a long way towards solving the problem. All carry a core of generic data, such as council-wide financial regulations, corporate planning and decision making timetables and sources of useful information outside of the Council.

And they're completed by bespoke information tailored to individual portfolios. Many Councils have tried to crack this particular nut. At Sandwell we believe we've been brave and inventive – and done it.

Stockton-on-Tees Borough Council

"The Journey to Support Member Roles"

Stockton-on-Tees Borough Council is a Unitary Authority whose Elected Members are responsible for a net Revenue Budget of £125.8m and a workforce of over 8,000. Members both set and help to deliver strategic priorities which shape the Borough and this is why members have been instrumental in developing their own Learning & Development Strategy to meet their needs. Subsequently, the enhancement of member capacity and the defining of Member Roles through easy to understand Guides has been crucial to Stockton's success. Providing members with what is expected of them, coupled with opportunities to enhance their knowledge and skills is necessary to achieve the ambitions for Stockton's people.

The Guide to Member Roles, produced by this Authority in 2007, provided a foundation for members to consider 'What do I have to do in my role as a Councillor?; Do I have the skills to do it?; What support and development is available to help me?'

3. Best housing and regeneration initiative

Sponsored by Walker Morris

Carmarthenshire County Council

“A New Beginning for Garden Suburbs”

Our Garden Suburbs housing estate was once considered the worst Council site in the County. It is located in a village which was suffering the effects of economic decline with the associated social and health effects that such decline can have.

We wanted, with the residents, to demonstrate that by using housing renewal we could make a dramatic difference to the health, economic and social well being of the residents of the estate itself and that this could be used as a catalyst for future improvements within the Lower Gwendraeth Valley Renewal Area.

Along with regeneration initiatives in leisure such as the development of the golf course, leisure club and a national hunt race course on the old open cast mine workings at Ffoslas, we believe that this project demonstrates the value of a combined housing renewal and regeneration initiative.

Darlington Borough Council

“Linden Court Development”

Darlington Borough Council is a retained stock authority with four stars for its Housing Service, as part of the development of an Integrated Older Person's Strategy all of the Council's

Sheltered Housing was reviewed. Linden Court was built in 1971 and had already been identified and included in the Housing Business Plan for 2006/7 as requiring major refurbishment to ensure that it continued to meet the need of older people wishing to live in Hurworth.

After detailed consultation with tenants, Social Services and the PCT the consultant architects appointed identified that new build was the best option to develop further. It quickly became apparent that this would only be affordable if we reduced the number of units and sold some of the land to finance some of the additional expenditure.

Flintshire County Council

“Holywell Townscape Heritage Initiative”

The Holywell Townscape Heritage Initiative is a partnership scheme that aims to regenerate and revitalise the historic town centre of Holywell. The funding partners for the scheme include the Heritage Lottery Fund, CADW, Welsh Assembly Government, Flintshire County Council and the Wales Tourist Board.

The scheme, comprised of a fund of £850,000. As a result of the success of this initial scheme, a Phase II was developed and submitted to the funding organisations for consideration. This was successful in obtaining a further £1,600,000 of public assistance for the town.

The Phase II scheme included

many ambitious projects that were considered essential as part of the ongoing regeneration of the town. These included a proposal to convert the derelict former Textile Mill Shop into a community based Arts and Crafts Centre and the conversion of a large vacant former hospice into a 30 bed-roomed hotel.

Midlothian Council

“New Build Council Houses”

Midlothian Council is unique amongst the 32 Councils in Scotland in that it is the only Council building its own new build Council houses. This submission scopes the project from inception to the completion of the first phase of houses.

The project forms a major part of the Council's wider Local Housing Strategy that analysed local demand as requiring 1,800 affordable homes of which the Council would deliver a significant number.

The housing crisis in Midlothian caused by high property prices and low average household incomes has meant a large increase in waiting lists for affordable housing. Increasing cases of overcrowding and families with little hope of obtaining a family house have caused Midlothian Council to commence an ambitious regeneration project to add some 20% to their existing housing portfolio in 5 years. This £110m project is fully funded from within the Council's Capital Plan.

Newcastle City Council

“Managing Neighbourhoods Through Transition”

Scotswood & Benwell Ward in the West End of Newcastle has suffered decades of industrial decline. The area is one of the country’s most severely disadvantaged areas and has been declared a renewal area.

When large-scale demolition commenced in Scotswood & West Benwell in October 2001, the housing market was fragile, as was the confidence of local people living in the area, and the clearance programme compounded these issues.

‘Managing Neighbourhoods Through Transition’ (MNTT) commenced targeted interventions to regain community and market confidence. Information was collated from an initial baseline survey and actions were taken in line with the community priorities and aspirations.

Some of the areas the paper details are the MNTT aims and objectives, identifying work in progress and providing examples of interventions and benefits accrued.

North Lanarkshire Council

“Sikeside Regeneration”

The Sikeside Regeneration project is an excellent example of a comprehensive community regeneration project which has been community driven from inception to completion. Completed in stages the project has been a long term investment commitment by the council and its partners. This has tackled a wide range of

issues such as community safety, employability and improving the local environment for all residents.

Regenerating Sikeside has helped create a sustainable community and made Sikeside a desirable and pleasant place to live. The area now boasts a range of good quality accommodation and a pleasant environment to meet local needs and aspirations and stimulate opportunities to improve the quality of life for all local residents.

Sandwell MBC

“Wimberger and St. Clements Houses, West Bromwich, West Midlands”

The Wimberger and St. Clements housing scheme forms part of the Governments Decent Homes Initiative to provide better living standards to people in social housing.

An early opportunity was taken by Sandwell MBC and their management organization, Sandwell Homes, to provide more than housing refurbishment schemes but to use the projects to regenerate one of the more disadvantaged areas in the country.

To achieve this, a greater emphasis was placed upon local training initiatives and by setting up a supply chain procurement process encouraging designers and contractors to ‘think local’ which means that, currently, 95% of companies employed across the wider decent homes programme are local to Sandwell.

Together with an ‘open book’ approach between all parties these initiatives have resulted in considerable financial savings and by putting the savings back into the Decent Homes programme greater benefits can be made to the community in through more training and apprenticeship schemes and improved environmental works.

4. Best efficiency initiative

Sponsored by Tribal Group

Carmarthenshire County Council

“An innovative approach to housing assistance in Carmarthenshire”

The Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 has given local authorities far more flexibility to provide assistance to improve private housing conditions.

Prior to providing any form of assistance, all local authorities were required to publish a policy, outlining how they intend to provide assistance. In July 2003 Carmarthenshire County Council produced its first Renewal Policy.

The production of this new policy follows the Welsh Assembly Government’s recommendation that encourages local authorities to periodically review their policies, and seek new and innovative housing renewal solutions.

Options include: -

- Loans and equity release

- Grant loan mixes
- Practical advice on maintenance and repair

City & County of Swansea

“Corporate Building Services”

The Boiler renewal contract within the City and County of Swansea is carried out by its Corporate Building Services Department (CBS), with the authority replacing on average 600 boilers every year.

It was evident that even though the service provided met the KPI's the way the service was delivered needed to be improved. In addition the specification for a boiler replacement had not been reviewed for a considerable length of time which meant that new technology wasn't being incorporated into the specification.

CBS wanted to ensure that the heating system fitted was the best for both our tenants and clients. The improvements were not to be a cost cutting exercise as the reason for making the changes was to improve the quality of service through the efficient use of resources and technology.

City of Edinburgh Council

“Doing Business Better”

Edinburgh Building Services (EBS) has the ambition of becoming the best housing repairs service in the UK. 2007 saw a review of key business systems with the aim of taking EBS from 'good' to the 'best'.

A number of recurring themes kept registering as business

risks, namely:

- The need for enhanced (but business relevant) project management
- Too many business processes with needless 'review and action' loops
- IT driven by software rather than business needs.

Doing Business Better therefore became the project designed to make EBS systems the best in the business.

Nine months on and is DBB delivering? Improvements include:

- Tenants waiting five days for an appointment (compared to eight weeks over two years ago)
- The number of complaints dramatically reduced to thirty per month (over a thousand at its peak).
- Increased productivity of over 30% compared to the baseline prior to DBB.

City of Wakefield MDC

“Worksmart”

Wakefield's organisational change programme 'WorkSmart' is modernising the way we work and deliver services. It is delivering real benefits for citizens, employees and the council.

The integrated programme is rationalising the property portfolio, improving productivity and providing a modern, fit-for-purpose workspace. This is underpinned by a flexible technology infrastructure that is enabling staff to deliver high quality

services to our citizens in the most appropriate way from office, home or mobile.

This entry focuses on how e-Services (Corporate ICT) has undergone radical change, achieved significant financial efficiencies and productivity gains through adopting the 'WorkSmart' programme, and is now held regionally and nationally as an exemplar.

Knowsley MBC

“The Knowsley Service Review Programme – Transforming Services”

Similar to many authorities, Knowsley is in a position where cost pressures are increasing at a higher rate than funding. To avoid a reactive series of service cuts, a planned approach was taken as part of the budget strategy. A key strand of that strategy is the prioritisation and de-prioritisation of services. It has always been difficult to compare the relative priority and outcome of completely different services and a tool was developed to facilitate this.

The model looked at 117 areas covering all council services and took account of over 20 factors including information on performance, cost, sickness levels, customers' needs, and competitors. This information allowed comparison across services and the inclusion of three year trends enabled an extra comparative dimension over time.

London Borough of Lambeth

“Lambeth Benefits Transformation”

Historically, the benefits service failed its residents by providing a poor and unresponsive housing benefit service to its 40,000 customers. With 1 in 3 Lambeth households receiving financial assistance, the council was failing to provide one of the most fundamental requirements to its citizens, which is quite simply a roof above their head and the bailiff from the door.

As a result the service found itself being under close supervision by the then Office of the Deputy Prime Minister (ODPM). This involved the ODPM coming to Lambeth on a monthly basis as they monitored the failing service.

Action was urgently needed. Lambeth Benefits spent the year 2006 implementing a project to become an excellent, high performing, high quality and value for money service by the close of 2006/07.

Milton Keynes Council

“5 Steps to Perfection”

Milton Keynes Councils Continuous Improvement Unit (CIU) is an in-house internal challenge team, which challenges existing service delivery and champions the cause of Council customers.

This ground-breaking team, which is still less than two years old, has been tasked with delivering continuous improvement and efficiencies through Systems Thinking and is

constricted by only one golden rule – do anything you need too, except break the law.

Following a period of intensive training, the CIU Team undertook its first intervention – Play area maintenance.

Staff from the CIU formed and led an intervention team that would understand everything connected with the Councils play area maintenance, examine current processes and re-engineer the process flow to do only what’s needed – the value work.

5.Best healthy living

initiative

Sponsored by Fretwell Downing Hospitality

East Riding of Yorkshire Council

“Putting Health and Active Recreation at the Heart of the Community”

Beverley Leisure Complex (BLC) is nationally recognised for delivering best practice in community development and healthy living. This ‘needs led’ community health approach was a challenge for the centre’s management team. Enticing people into the centre through innovative programmes was not enough. The formula for success was reaching out into local estates and encouraging people through ‘tasters’ to access the centre, showing how they could be in control of improving their own health and retaining them.

Our starting point was researching customer need,

working hand in hand with key partners, all coordinated through our Community Development Coordinator. Creative programming delivered by Quest assured management, Charter Mark and Investors in People programmes have ensured a high level of customer satisfaction and increasing levels of participation in healthy lifestyle activities in our key target groups.

London Borough of Barking & Dagenham

“Healthy U – Barking & Dagenham Children in Care”

Nationally the health of children in care is poorer than that of other young people and 45% are assessed as having a mental health disorder compared to 10% of the general population. Barking & Dagenham has the second highest percentage of its population under the age of 18 and it is the most industrial of London boroughs. B&D have on average 320 children in care and of these around 175 are between within statutory school age of 5-16 years.

Over the past three years the Looked After Children Health & Education Support Team (LACHES) have embarked on a challenge to increase communications, promote participation, raise self-esteem, put in a comprehensive package of support for individuals and its young people collectively.

Manchester City Council

“Launch of the Fresh Fayre Concept”

Manchester Fayre, catering arm of Manchester City Council

provides school meals to primary, secondary and special schools across Manchester. Following the national trend and the impact of the “Jamie Oliver” effect, the uptake of free and paid school meals across Manchester has declined.

Manchester Fayre has developed a new concept known as “Fresh Fayre” that is aimed at primary schools. Fresh Fayre continues to offer pupils freshly prepared, healthy and nutritious school meals while providing more choice, the ability to self-serve and an enhanced dining experience that closely resembles the high street. The key feature of this new concept is that pupils will be able to choose their first choice of meal, every time.

The concept has been trialed in two pilot schools and has proved to be hugely successful with an average increase in uptake of 12.13% in the first week. Plans are now in place to introduce the concept to primary schools citywide.

Newport City Council

“Going for Gold, More People, More Active, More Often”

The scheme is called, “Going for Gold Health Challenge Newport”. It is a City wide physical activity and health literacy reward scheme. The aim of the scheme is to get more people, more active, more often and to leave a lasting Olympic health legacy for the city of Newport, South Wales.

The scheme will run from 2007-2012 and is based around achieving Bronze, Silver and

Gold levels for completing challenges, improving health knowledge and being active.

It is multi-faceted, and fully inclusive, considering accessibility from the outset. It is free to join, open to all with no age or other restrictions on membership. It encourages people to take responsibility for their own health and well being, whilst helping them to have the knowledge and skills to take control, and take the healthy options.

North Lanarkshire Council

“Access NL Membership Scheme”

Access NL membership scheme was introduced in September 2003. Previously NLC offered a number of varying prices with no specific membership packages available at each of their sport & leisure facilities across North Lanarkshire. This proved to be a major barrier to our customers as it meant a regular user paying individual costs would end up paying out more than the cost of an all inclusive package of activities.

Access NL offers unlimited use of Gyms (including Induction and Personal Programme Card), Swimming Pools, Health Suites, Kids Activ8 Gyms, Kids Classes, Slimming NL and a vast range of Fitness Classes and is available at 11 centres.

Access NL is about people joining up services provided by a range of agencies, securing funding and opportunities to people who would not be able to access this mainstream service.

Sandwell MBC

“Triple S Programme (Start up Shape up Sign up)”

The Triple S Programme (Start up Shape up Sign up) is undoubtedly one of the most ambitious, exciting and innovative programmes ever to hit the ground within the borough of Sandwell. The programme encourages healthy living and tackles ‘head on’ health inequalities prevalent within Sandwell for many years, achieved by encouraging and enabling participation in sport and physical activity.

The programme is backed and supported by Sandwell’s LSP (Sandwell Partnership), which allocated Neighbourhood Renewal Funding and Working Neighbourhoods Funding to tackle deep-rooted problems in new and previously untried ways.

Sandwell MBC volunteered to assist in making Triple S a reality and worked with local charities, voluntary groups, statutory bodies and private organisations to develop the programme. Overwhelming support was received and ‘Triple S’ was born.

Slough Borough Council

“Slough Healthy Living Initiatives Programme (HLIP)”

The Slough Assertive Outreach Team is a joint team between social services and Berkshire NHS Foundation Trust. As a team we have pioneered community health projects which tackle physical health inequalities, address social exclusion and

promote wellbeing for service users with severe mental illness within Slough locality.

Due to the success of our community health projects in 2007 we have set out a clear strategic plan for addressing physical health. We are focusing our energies in a new direction – towards improving wellbeing rather than focusing on symptoms and management of SMI.

We have showed this year that by having a systematic approach, clear focus with effective partnership working we can make a real difference to people's lives. Our new focus has engaged the community and has empowered service users to view their health holistically.

6a. Public / private partnership working

Sponsored by Eversheds

Bolton Council

“Street Works Partnerships – Keeping people moving Safely”

Through the development of a partnership working relationship with the utility companies, unique in the North West, Bolton Council's Street Works team has dramatically reduced the amount of disruption on Bolton's highways.

The relationship extends far beyond the statutory requirements of the “New Roads and Street Works Act” (1991) using the regulatory framework simply as a minimum standard rather than an aspiration. In doing this Bolton has chosen to

seize this opportunity to fully engage with utility companies in the development of an ambitious partnership, recognised both regionally and nationally as excellent practice, in order to deliver a better service for its residents. This is core to the council's key aim of: ‘Putting the customer at the heart of what we do’

Carmarthenshire County Council

“Unblocking the Potential”

Over the past two years, Carmarthenshire County Council has developed a strong a vibrant partnership with its private sector landlords to unlock its potential as a source of good quality homes for people living and working in the county.

We were experiencing severe difficulties with the availability of housing within the social rented sector, and homelessness acceptances and associated costs of providing temporary accommodation to homeless customers. We recognised that, with around the same number of homes as within our own housing stock, the private rented sector was a valuable resource to help to provide homes within the county.

A restructure of our private sector housing team was carried out. The new team formed (The Home Improvement Team) took the lead in the development of the partnership with the private rented sector to address the challenges being faced by the service.

Exeter City Council

“Green Shoppers Campaign”

The contents of this submission demonstrate the following:

How a good idea in a small Devon town called Modbury to ban plastic bags was developed to raise even greater levels of awareness of the residents and business community of Devon's capital City to the damage to the environment caused by single-use plastic bags.

How a local authority, a local business community and local citizens can achieve great things by working together to reduce the number of single-use plastic bags from going to landfill by 25% within a year.

How funding drawn from a local authority and local enterprises can be used for the common good.

How a local initiative gained central Government support.

How a well-run local campaign could stimulate interest at a national level, leading to spin-off campaigns such as that started by the Daily Mail.

The success of the campaign has stimulated other initiatives, such as the campaign against excessive packaging.

Falkirk Council

“Partnership & Development of Innovative Working Practices”

Innovation and a willingness to adopt and test new ways of working have resulted in a strong bond being formed between Falkirk Council and three private sector companies.

Brought together by Falkirk Council, and driven by a need for change, this unique partnership has truly brought major benefits for all those involved – and housing tenants.

Investing in its housing stock means better homes for tenants, job security for the workforce and a better service – all because of this unique partnership.

But it doesn't stop there! Due to the trust that has been built up, Falkirk Council has been asked to trial new innovative equipment before it even hits the streets. By working closely with our partners in the private sector we are staying ahead of the game - setting some of the highest standards in the building industry today.

Glasgow City Council

“International Financial Services District (IFSD) Glasgow”

The International Financial Services District (IFSD) is a £1 billion project, creating a highly attractive environment for indigenous and overseas firms in finance and related sectors. It involves the total transformation of a derelict area of dockside into a vibrant, sustainable modern city district.

As a pre-equipped business area, it is designed to allow fast track occupancy by global firms seeking a new UK location for their operations.

Covering approximately one square kilometre between St Vincent Street and the River Clyde, the IFSD is a ten year

project which will deliver:

- 2 million sq ft of new office space
- 20,000 new jobs
- a £50 million investment in the broadband network; and
- a highly trained, flexible workforce through skills initiatives

Rotherham MBC (RBT Connect Ltd)

“A Partnership between Rotherham MBC & BT”

Rotherham Metropolitan Borough Council pledged to modernise the way it worked, become more efficient, and put the customer at the centre of all its activities.

Investment was needed in new technology, expertise, skills and better ways of working, but like other authorities, it faced financial restraints.

A radical solution was needed and the council took the bold decision to join forces with the private sector and set up RBT (Connect) Ltd – a joint venture company between the council and BT.

As a result, Rotherham citizens now enjoy significantly improved services, easier access to them, and a better quality of life.

The pioneering public-private partnership has put the local authority at the forefront of customer service in the UK. Investment in new technology, combined with innovative ways of using it has now transformed the way the council works.

South Lanarkshire Council

“HomeHappening”

The largest council house modernisation programme in Scotland, HomeHappening is a £200 million housing improvement programme from South Lanarkshire Council to install 25,000 new Kitchens and 22,500 Bathrooms in tenants' homes along with other external fabric and environmental improvement projects.

With more than 14,000 individual house modernisations already completed, HomeHappening has also delivered a step-change forward in improving services to tenants, resulting in a corporate-culture shift within the council from mere 'delivery of services' to achieving demonstrably high levels of 'customer satisfaction with services'.

Overall HomeHappening customer (tenant) satisfaction has been driven upwards from an average of 96% to 99% over four years and, in the financial year 2007-08 the programme achieved – for the first time - a 'double top' peak rating of 100% customer satisfaction with both product (kitchen-ware) and service – ie how we carry out the work in peoples' homes.

6b.Public / public partnership working

Sponsored by Eversheds

Fife Council

“Partnership Working with Fife Fire & Rescue Service”

This submission details the process involved in creating and evolving an effective Fleet Management and Vehicle Maintenance Partnership.

To date, in Scotland, there are only two examples of Fire Services working in partnership with a Council as the main fleet provider.

Fleet Services are responsible for the management and maintenance of the Council's vast range of vehicles, plant and equipment, which are key to delivering front-line services. It is essential that they provide value for money, are fit for purpose, serviced, maintained and used in a safe and legal manner.

Fife Fire & Rescue Service (FF&RS) employs around 520 staff, having an annual budget around £25m. The Service is controlled from its Headquarters at Thornton, which incorporates the Service Mobilising and Control Centre, Community Safety (Intervention and Prevention), Learning & Development Department and Business Support.

Inverclyde Council

“Fast Track Elderly Assessment Service”

The Fast Track Elderly Assessment Service (FTA service) is a partnership

between Inverclyde Council and NHS Greater Glasgow and Clyde. Developed through the Inverclyde Joint Future Partnership Initiative the project operated as a pilot from January 2007 and became fully operational from March 2007.

The FTA service is a multiagency/ multi disciplinary rapid response services provided to older people at risk of unplanned hospital admission or delayed discharge from hospital. The service is provided in partnership with Inverclyde Council and NHS Greater Glasgow and Clyde. The initiative has been funded from delayed discharged monies which are managed through a pooled budget to achieve an effective and efficient holistic response to meeting the needs of vulnerable older people living in the community. The rapid and comprehensive response service provided through FTA provides access to specialist geriatric assessment services within a target time of 24 hours from referral.

London Borough of Lambeth

“Driving and sustaining improvement through partnership working – Lambeth Benefits”

The Benefits Service is well on the way to becoming an excellent, high performing, high quality and value for money service. This is an achievement considering that the service was in the bottom quartile of performance in London at the beginning of 2006/07. Partnership working helped the service move to the top quartile in 2007/08.

Lambeth Council recognises that sustained improvement will only be delivered through working with partners to support the borough's residents, businesses and visitors. Partnership working is a focal point of the overall Lambeth Council strategy, and features prominently within both the Revenue and Benefits 2009 Vision, and the 2007-10 Corporate Plan, to enable delivery of the Local Area Agreement objectives.

The Benefits Service has reached its key targets of paying citizens first rental payment within 25 days and processing changes in the customer's circumstances in less than 10 days. The accuracy of claims processing is at 98% and there is 0.50% overpayment due to local authority error.

Neath Port Talbot CBC

“Afan Forest Park”

Neath Port Talbot CBC recognises that working in collaboration with other public authorities and agencies, and in conjunction with other stakeholders in general, results in the delivery of increased community benefits than if the authority were to try and work in isolation.

In the Afan Forest Park the Council and its partners have demonstrated that, through establishing a strategic public sector partnership and pooling resources to achieve common objectives, the regeneration of local communities and improvements in local environmental quality can be delivered in areas where

opportunities to deliver such achievements might otherwise have been considered unlikely.

Partnership working within Neath Port Talbot has resulted in the transformation of the Afan Valley, formerly containing some of the County Borough's most deprived communities. At the heart of this has been the development of the Afan Forest Park which is now a tourism destination of international importance.

Stirling Council

"Reader in Residence, HMP & YOI Cornton Vale"

Stirling Council's Libraries team leads the 'Reader in Residence' project, which works to improve the reading and writing skills of offenders within Scotland's only female prison establishment, HMP & YOI Cornton Vale. It seeks to improve self-esteem, support family life and assist in the re-integration of offenders into mainstream society.

Using a variety of innovative activities, ideas and partnerships, the Reader in Residence engages with offenders and promotes reading and associated learning activities throughout the establishment. In particular, the Reader in Residence project targets the two thirds of offenders who steadfastly refuse to engage in library/learning activities.

The project offers offenders the opportunity to take part in workshops and skills training events. It allows offenders to interact with visiting authors and raises awareness of the

services libraries offer as a 21st century resource.

Sunderland Youth Offending Service

"Sunderland Phoenix Programme"

The Sunderland Phoenix Project is a pioneering partnership between Sunderland Youth Offending Service and the Tyne & Wear Fire and Rescue Service which works with young people who have offended or who are at risk of offending.

The award-winning scheme has captured the attention of young people with its appeal, been recognised nationally as leading the way in fire safety and praised by the media. With evidenced outcomes of increased self-esteem, positive attitudes to education/ employment and reduced re-offending – the scheme is now being replicated elsewhere. The programme continues to be developed with advanced and parents courses and there is a commitment to continuing to share our best practice with others through Beacon status.

The Phoenix project offers youngsters who have offended or who are at risk of offending an intensive fire fighters course providing work experience and educating them in the consequences of fire incidents/ malicious fire setting. There is significant evidence that the scheme works with dramatic attitudinal and self-perception changes pre and post course.

Tayside Contracts

"Tayside Street Lighting Partnership Providing a brighter future"

Dundee City and Perth & Kinross are undertaking a unique approach to street lighting service provision which has seen the local authorities collaborate & partner together along with Tayside Contracts to provide a public/ public partnership approach to deliver an integrated street lighting service.

The Partnership is managed by a single street lighting manager who reports directly to an Executive Board made up of senior representatives from each of the organizations. The financial payment system is on a cost plus basis, it is therefore important to continually monitor & benchmark Best Value (BV).

Through this partnership we have reformed the service & systems, saved/ reinvested money back into the councils, rewarded employees through recognizable street lighting awards & enhanced services while maintaining &/ or improving the provision of street lighting for the 280,000 customers.

6c. Public / voluntary

partnership working

Sponsored by Eversheds

Bedfordshire County Council

“Working together to get a better deal for people affected by cancer”

In January 2007 the Welfare Rights Service set up the Macmillan Welfare Rights Service to people affected by

cancer, their carers and families. The Macmillan Welfare Rights Service has demonstrated the practical value of partnership working to achieve real changes in people's lives in Bedfordshire.

The value of:

- Listening to people and looking for practical solutions to meet need
- Listening to partner organisations and stakeholders
- Partnership working which transforms people's perception of local authority services and delivers real outcomes to people

To date the Macmillan Welfare Rights Service has:

- Advised and assisted 711 people affected by cancer in Bedfordshire
- Achieved benefits gains of over £2 million a year
- Developed partnership working arrangements with voluntary and statutory sector organisations

Darlington Borough Council

“Maximising Opportunities with the Voluntary Sector”

In 2004 Darlington Borough Council were invited to explore the idea of supporting the establishment of a Groundwork Trust (Environmental Regeneration Charity) that covered the North of the Tees Valley region. The Council saw it as an opportunity to work with a voluntary sector organisation that could fill a gap in Darlington.

Through the establishment of a local steering group, a programme was developed that had a shared ownership. We have benefitted from:

- True engagement of residents in designing improvements to seven parks and open spaces
- £181,000 of external funding for projects
- Groundwork delivering projects for Transport and Children's Services
- Adding significant value to a successful Beacon Bid for Better Public Places
- Added value to our CPA by demonstrating how we can support and encourage the Voluntary Sector
- A voluntary sector partner we support and are proud to work with

Inverclyde Council

“Choose Life Inverclyde – Shattering The Secrecy”

The past 35 years has seen a massive increase of suicides in Scotland, and each year almost

700 people die by suicide. Following a preliminary service map in 2003, showing how statutory Health Services responded to persons who had attempted suicide, Inverclyde identified those at risk of suicide, and highlighted gaps in service provision. Using a public health approach, a Co-ordinator was employed to facilitate partnership working, resulting in the outcome of better and more effective use of resources.

A Steering Group was formed, concentrating its efforts on the above service gaps and resulted in a number of projects being funded on stress and anger management, conflict resolution and emotional intelligence.

Our achievements have included an increase in the number of referrals, and greater awareness of services for those affected by suicide. Over 500 people have been trained in suicide prevention programmes, and there is now more accurate reporting of the issue of suicide and suicide prevention in our local media.

London Borough of Lambeth

“Lambeth Peace on the Streets”

Lambeth faces serious threats to the safety of its communities, including gang related crime and terrorist activity, threatening Lambeth's community cohesion. We need more effective prevention, engagement, and reassurance within our communities.

The council and its partners in the borough's LSP developed

the Communities First Programme 2007-2010. This prescribes new and innovative approaches to bring communities together to work on future plans to achieve strong, safe and cohesive neighbourhoods. Our Steering Group, linked to the Safer Lambeth Partnership, included the Metropolitan Police, Faith and Youth groups, and community members.

The Peace Month programme was innovative albeit logistically challenging, with 31 activities in a host of locations. It included pioneering activities such as the touring 'Peace Bus', Guns, Gangs and Drugs forum and the Youth Oskars to celebrate young talent.

The programme delivered non-traditional methods of engaging communities and provided genuine community-led opportunities for people and partners to learn and help take or influence direct action on serious street safety issues.

Rochdale MBC

"Rochdale Green Volunteer Service"

The Green Volunteer (gV) Service is an innovative environmental volunteer scheme, financed through core revenue funding, which connects local people with their local green spaces whilst adding the benefits of professional training, up-skilling and career opportunities for volunteers. The Service works directly in partnership with other voluntary sector organizations such as 'Friends of' groups and

other environmental and volunteer groups, sharing resources and work programmes.

The gV scheme provides:

- volunteer opportunities across the entire outdoor environment spectrum including countryside, parks, horticulture, sustainability, community and Rights of Way
- a free programme of essential training, with opportunities for dedicated volunteers to gain specialist qualifications
- communication between RMBC and the volunteers via a newsletter, volunteer opportunities rota, regular meetings, consultations and social events

We have driven forward engagement with individuals who will benefit most from volunteering but are often excluded due to requirements for additional management input (e.g. people with learning disabilities), this being particularly high at over 20%.

Strathclyde Fire & Rescue

"Junior Fire Reach – Saturday Club"

The Junior Fire Reach Saturday Club is an outstanding example of a public/voluntary partnership which has produced major results.

It is an initiative which started with a concept – to allow primary age children the opportunity to train as firefighters – which became a reality. It was hoped that these Saturday Clubs would help

young people consider their actions and change their perception of firefighters.

A diverse partnership – public services, voluntary youth organizations, local housing associations and a commercial transport firm – have pooled resources and expertise to produce significant results in a local area which offers challenging circumstances.

All of the agencies involved in this partnership have benefited from the reduction in anti social behaviour. Young people have enjoyed a positive learning experience. And most importantly, the initiative has helped improve the quality of life for the entire Greater Easterhouse community.

West Dunbartonshire Council

"Kerbcraft Child Pedestrian Training Scheme"

The Kerbcraft child pedestrian training scheme in West Dunbartonshire is an important measure in achieving the Government's child road casualty reduction target, and is successful in enhancing children's pedestrian skills and in tackling poverty and disadvantage.

Kerbcraft is designed to train 5-6 year old children in three specific pedestrian skills through practical training. This is achieved through recruiting and training parent volunteers to work with the children. Over 180 parent volunteers have been recruited and trained as Kerbcraft trainers, with over 60% of volunteers staying with the scheme for 2 years or more. Our

volunteers have trained over 850 children in the Kerbcraft pedestrian skills, with the full number of recommended sessions continuing to be delivered for each pedestrian skill.

Partnership working between the Council and volunteers can be an important tool in tackling the effects of poverty. Volunteering for Kerbcraft has raised parent volunteers' self esteem and self-confidence, resulting in many of them starting in full time employment or returning to education.

7. Best community and neighbourhood initiative

Sponsored by Terberg Matec UK Ltd

East Ayrshire Council

"East Ayrshire's StreetSport Cage Network"

Demonstrating the Council's commitment to developing and promoting innovation in Community Sport, a project team of staff from East Ayrshire embarked on an ambitious plan to engage more young people into the world of Sport by developing a whole network of StreetSport Cages in 22 of our most needy communities.

Delivering directly on the Community Plan, StreetSport Cages are outdoor sports facilities designed to encourage more young people to participate in sport on their own terms. They are free of charge, floodlit until 10pm each evening and do not have gates. A further 20 StreetSport Cages have now

been installed in specific locations identified through perceived levels of anti-social behaviour; existing access to leisure and sport facilities and multiple deprivation.

The Council now has its very own StreetSport Motivator who has been appointed to organise high profile, spontaneous activities at the venues; identify, recruit and train local people to become StreetSport Leaders and co-ordinate exclusive sports specific input from professional sports organisations.

Gateshead Council

"Operation LINKING GREEN" (Junior Neighbourhood Warden Programme)

The junior neighbourhood warden programme is aimed at primary school pupils within year 5, and is designed to foster greater respect and pride in the local area and environment. The programme also brings wardens into contact with younger groups not previously easy to engage with.

The Neighbourhood Warden Service is already firmly established within the community and well connected to internal Council services and those of many external partner agencies.

The key to the programmes success has been the support from local primary schools as well as partner agencies to run the programme during school hours. Scheduled activities range from informative visits to the Neighbourhood Warden Service, to environmental tours of council and private housing stock together with visits to the

local police station and community fire station. The underlying effort is to provide primary school children and young people to understand the role of these services and the consequences of environmental crime and anti social behaviour, as well as a general appreciation of community safety.

Hull City Council

"Hull City Council NaSA CAB (Newington & St Andrews Community Action Box)"

The Newington & St Andrews (NaSA) Community Action Box (CAB), is an innovative Neighbourhood Management approach to supporting communities which are under stress due to housing market failure and emerging regeneration programmes.

The CAB is a re-locatable, vandal proof 40 foot container which serves as an office base to the CAB team who are spearheading a range of initiatives to deal with the difficulties within the two electoral wards known as NaSA. The project is based on a 'Cop Shop' model with a multi agency approach to problem solving on a wide range of issues to improve the quality of life for residents.

It is still early days for this project which began in August 2006 and became fully staffed in May 2007 but excellent progress is being made and confidence within the area is being restored by working closely with residents in the heart of the areas under the most pressure.

London Borough of Islington

“Islington Community Payback”

Islington Community Payback is an initiative in partnership with London Probation, the Metropolitan Police and Local Authorities. It enables offenders subject to Community Orders with an unpaid work requirement to make reparation to local communities as part of the ‘Safer Neighborhoods’ programme. The offenders carry out improvements to the environment such as painting and general refurbishment, graffiti removal and litter picking.

Islington’s successful scheme has received external validation from London Probation who described Islington Payback as one of the most successful schemes in London. We were awarded the Mayor’s Project for 2007 by London Probation as recognition of an excellent scheme. Our Basire Street project was posted as an example of best practice on the Metropolitan Police website. Two successful Charter Mark assessments have marked Islington Community Payback as examples of Best Practice.

The Mayor’s Project specifically involved the refurbishment of children’s playgrounds and was particularly rewarding. The projects have proven to be sustainable and graffiti in project playgrounds has effectively been eliminated.

Merseyside Fire & Rescue Service

“Protecting The Most Vulnerable In Their Homes”

‘Protecting The Most Vulnerable In Their Homes’ is a Merseyside Fire & Rescue Service (MF&RS) project to protect those most at risk in the event of fire.

Whilst most people may have insurance to meet the loss from fire, it is usually those people living in deprived areas that do not have this cover. Such a fire would then require the person(s) to be re-housed and their household possessions replaced. Fire related injuries usually cause major trauma to those involved and place a burden on the NHS.

The project supplies domestic sprinklers to those vulnerable people who run the risk of fire, all other vulnerable people benefit from the other fire protection measures on offer, e.g. smoke alarms, fire retardant bedding packs, fire retardant throws, deep fat fryers and fire safety advice, all at no cost to themselves.

Newcastle City Council

“Newcastle Safe Neighbourhoods Initiative”

The Safe Neighbourhoods initiative has been developed to allow Newcastle City Council, Northumbria Police, Your Homes Newcastle (the local ALMO), Elected Members and the Community and Voluntary Sector to work in partnership with local residents to solve problems of crime and anti-social behaviour, improve

neighbourhood conditions and feelings of safety at a local level. This involves identifying community safety issues and develop early, effective, and sustainable evidence-based interventions in partnership with local residents.

The project has successfully introduced 24 local partnerships across the 26 wards of the City, with the roll out completed in early 2008.

The main improvements achieved so far by the Safe Neighbourhoods initiative include:

- Effective partnership working
- A neighbourhood focus on local problems
- Reassuring the community that all partners are working together to tackle issues of their concern
- Improved data and information available to all partners to assist in focusing resources

Strathclyde Fire & Rescue

“Choices”

Strathclyde Fire & Rescue’ North East Glasgow area has continually strived to find new, effective methods to combat the level of anti-social behaviour affecting our community.

The ‘Choices’ school play represented another departure – using drama to tackle key community safety issues. We already use:

- Community Firefighters to deliver school talks
- Firefighter crews to deliver

hose running training to primary schools

- Fire stations to deliver 'Fire Reach' courses to young people

But Kickstart Theatre's method of using forum theatre, asking young people to star in the play and change it's outcome, seemed to offer a great addition to our methods of engaging with young people.

This document explores:

- How the play was set up
- What it involved
- How it was rated by pupils and teachers
- What it achieved

8. Best information and communication technology initiative

Sponsored by Consilium Technologies

Aberdeen City Council

"The Reading Bus"

The Reading Bus was created as a result of initial ideas from Aberdeen primary school teachers who wished to engage pupils in reading and learning in a fun, non-traditional, hi-tech environment.

The brightly coloured, specially converted single deck Reading Bus fulfils a vital role in introducing children to the creative application of ICT equipment in learning and reading, using laptops, video cameras and other hi-tech equipment. The total cost of transforming a standard vehicle

into the unique Reading Bus was £150,000. This sum was raised following a massive two year fundraising and marketing campaign.

The Reading Bus has become firmly established as a popular teaching resource, involved in school broadcasts, blogs, storytelling, puppetwork and podcasts. Eighteen months into the project the Reading Bus remains as popular as ever with over 8000 pupils climbing 'onboard'.

City of Edinburgh Council

"Resource Centre for Disabled People"

The Edinburgh City Libraries and Information Services Resource Centre for Disabled People aim to improve access to information, library services and informal learning for people with additional support needs.

It offers free public internet access, assistive technology and equipment and, most importantly, high levels of one to one staff support.

The service on offer to customers is very much 'bespoke', where staff knowledge of an individual client's requirements shape the nature and delivery of the service provided.

The uniqueness of the Centre lies in the very wide range of disabled people who make use of it - there is no equivalent service in Scotland as other services tend to focus on one particular disability.

Since its inception, many customers and organisations

have attested to the profound and positive impact of the service on the quality of their lives/ lives of clients.

Glasgow City Council

"E-Router"

In the past, when a client's details changed or their care plan was updated the information was passed down an extensive chain before reaching the co-ordinator who then alerted home help.

This process was streamlined by the DACS in-house ICT team who developed a client application which could be deployed onto a Blackberry device. This application was known as 'e-router', resulting in information reaching the co-ordinator through bypassing the duty team. This constitutes a total saving of £200k per year in terms of wages.

The implementation of the e-router application has been successful in providing instant access to information through the Blackberry, reducing the workload of the duty team, increasing accountability of decisions through any changes being audited, and all information being password protected.

As this pioneering technology has been so successful, we are currently planning to develop it for use in other areas of our business such as our Meals at Home Service.

North Lanarkshire Council

“mySWIS – Mobile Single Shared Assessment”

Following a business review of SSA (Single Shared Assessments), improvements needed to be made to address issues of significant administrative overhead, a requirement for office based tasks, and delays in assessment information being updated, each resulting in delays in care provision. It was agreed to address these issues by developing a truly mobile SSA tool that operated real-time (or offline when necessary).

The project is a major development for North Lanarkshire Council not only in delivering significant service improvement but also allowing a strategic move into the use of complex real-time mobile computing. The SSA tool efficiently and effectively processes assessment information allowing the delivery of specific care packages, facilitating the early discharge of patients from hospital, or removing the need for hospital admission.

This project is an example of customer focussed improvement delivering benefits which make a difference to our citizen's lives.

Rotherham MBC

“RBT new technology at Rotherham Metropolitan Borough Council”

Investment in Rotherham Metropolitan Borough Council was badly needed in new

technology, training and better ways of working. A pioneering partnership with BT called RBT (Connect Ltd), unlocked investment and made possible a radical re-think of the way the council operates. Efficiency savings are being ploughed back into front line services for the people of Rotherham, who are also benefiting from greater accessibility to these improved services.

Investment in new technology means that residents are benefiting from a whole range of initiatives including: one stop customer service centres, cleaner streets, cutting edge technology in schools and better protection in the event of an emergency.

Staff are feeling the benefit of better, more reliable IT systems, a re-vamped intranet, one of the first local authority self-service HR/Payroll schemes, and award-winning flexible working initiatives made possible by home computers and handheld devices.

St. Helens Borough Council

“Connecting the Disconnected – St. Helens Digital Inclusion”

St. Helens Council has supported a pilot project free wireless Internet access to 250 homes in the super output area of Parr. As part of the service, users have been provided with a keyboard, screen and lightweight-computing device that allows the user to connect to a computer at a central data centre.

All aspects to do with licensing, virus protection and firewalls as

well as Internet service provision are provided as part of the service and managed for the users – residents simply switch on and log in. As of December 2007, the portal has received 10,000 logins, 8,200 greater than the predicted figure.

Residents can access housing and council related services, online education, live transport information, employment websites such as JobCentre Plus, access to learning, resources from local schools, and information on health and well-being. The portal is tailored to the community's needs and aspirations.

Stockton-on-Tees Borough Council

‘For the Record’ The People’s Way to Register Births & Deaths”

Stockton is proud to be one of the first local authorities in the country able to offer birth, death and civil partnership registrations outside of the office environment. Exporting wireless technology into the Registration environment is a major leap in bridging the gap from formal stringent legislative procedures.

Our home registration service has transformed service delivery and ultimately enabled our Registrars to accommodate every customer in an individual and personal manner.

“On site” Registrars at the Borough’s Hospital is another first for Stockton. Parents can now conveniently register their child whilst they are still in hospital, without the need to

travel into the office at a later date.

The handling of death registrations at hospital is also proving to be particularly welcomed, with grieving families being able to visit the coroner, collect personal belongings and then register the death during one visit. This in itself offers much needed support to families at a difficult and stressful time.

9. Best environmental initiative

Sponsored by Carbon Accountable

Cornwall County Council

“CORMAC Carbon Management Programme”

This application details how CORMAC has continued to develop our business following our “Constructing Sustainability Initiative” which won us the APSE Best Environmental Initiative, 2007.

We have previously addressed key environmental management issues such as environmental compliance, waste management and resource use. In order to ensure that the business is genuinely sustainable, we needed to turn our focus to our reliance on unsustainable fossil fuels and identify our contribution towards UK and global carbon dioxide (CO2) emissions.

This award application details how we have developed a framework for quantifying our CO2 emissions and how we

have developed a range of ‘low carbon’ products and services, which enable both CORMAC and our clients to reduce reliance on non-renewable energy sources in addition to meeting / exceeding statutory CO2 emissions reduction targets.

Gateshead Council

“Green Fleet Management”

To ensure that Gateshead Council does all that it can to tackle climate change the Transport Service supports and promotes the environmental aims of the Council by constantly appraising the environmental performance of the fleet. Whilst we realise that our relatively small operation will have very little impact on the global outlook we feel that we can act as a standard bearer that other public and private sector organisations can learn from. The approach adopted covers every aspect of transport operations including:-

- Exploration and use of alternative fuels
- Exploration and use of new and emerging vehicle technologies
- Green vehicle procurement

As a result mileage and total fuel used has reduced, with the Council cutting its CO2 output by 300 tonnes per year. We have been recognised for the last two years by the Environmental Hero Awards for delivering a range of green fleet initiatives.

Glasgow City Council

“Clean Glasgow”

The Clean Glasgow Campaign was re-launched, on 9 February 2007, with the aim of cleaning up the City and making it a cleaner place. The campaign was designed to encourage all Glaswegians and visitors to take ownership and responsibility for the appearance and cleanliness of their environments as well as instilling local pride.

To facilitate this new campaign partnerships have been established between existing Council Services, Glasgow Community Safety Services, The Evening Times, Glasgow Chamber of Commerce, Glasgow Council for Voluntary Services as well as many other businesses and community groups.

It was recognised that engagement with the citizen was going to be a crucial element in ensuring the success of this initiative and following a high profile launch which gained extensive media coverage, each household within the City received a Local Neighbourhood Charter which outlined a range of practical measures including advice and support, community clean ups, and provision of anti litter equipment.

Newcastle City Council

“Newcastle Enviro Schools Programme”

Since its inception in Nov 2001, Newcastle City Enviro Schools (formerly Tidy Schools Awards) has established itself as a key

programme for supporting schools in the delivery of environmental education, environmental awareness and environmental improvements. It has overcome many challenges and barriers, not least the early resistance of schools to engage with the scheme.

The Enviro schools programme helps translate the strategic priorities of the council and national strategies on environmental education into practical action within schools. It supports sustainability by raising awareness of a wide range of environmental issues, enabling people and children to recognise both the local and global impact of their actions. It also gives people a chance to feedback their views on environmental issues.

The Enviro schools programme, supported by its partners, enables schools to access a flexible programme of environmental 'resources' and support. It directly impacts on schoolchildren as well as parents, relatives, governors and school staff. It also encourages schools to participate in environmental activities with community groups.

Southern Group Environmental Health Committee

"The STEM Project"

With its role in working towards a healthier environment for all in the community, the Southern Group Environmental Health Committee (SGEHC) recognized that the environmental performance of small

businesses directly affects the health and wellbeing of the local population. In addition it was felt that it was essential for local councils to demonstrate civic leadership in this field to enable them to say "Do as we do" rather than "Do as we say".

To address this issue the SGEHC received funding through the Interreg IVA programme for a project which would help small to medium sized businesses and councils to put in place Environmental Management Systems.

The project has been successful in implementing an EMS in a minimum of 3 services in each of 9 Councils and in over 270 businesses. 209 businesses have been independently certified to BS 8555 as a result of their participation in the project.

Tayside Contracts

"Tayset® Cold Mix Bituminous Material"

Tayside Contracts continually strives to promote an environmentally friendly approach to the way services are provided.

Tayside Contracts is a producer, supplier & end user of road construction materials and has been recycling construction/demolition wastes for 10 years +, initially producing low value fill materials.

An environmental initiative that has been developed is a cold mix paving system, called Tayset®. The material has been specifically designed for the Scottish climate.

Tayside Contracts entered into a

Knowledge Transfer Partnership (KTP) with the University of Dundee and Nynas Bitumen in 2005 in order to develop a cold recycled material which would make use of available waste materials generated from road maintenance activities.

Tayset® has been designed to replace traditional hot mix base/binder materials as an environmentally friendly alternative. The system uses a high percentage of recycled asphalt planings (RAP) and is mixed at ambient temperatures with a bitumen emulsion.

Vale Royal Borough Council

"The Smyle Initiative"

This submission by Vale Royal Borough Council for the Smyle Initiative is in recognition of the major advances made by the introduction of this innovative and in-house designed brand that has provided a catalyst for improving the Streetscene Service and the driver for community participation and action.

The smyle initiative has provided the mechanism to address the fundamental challenge that many local authorities face in engaging with the community and changing behaviours and culture. The smyle campaign has won both a LGC Sustainable Communities and a Green Apple award and has also been acknowledged as a model of best practice by the Audit Commission who say:

"The Council has involved local people in the popular and successful SMYLE (Support My

Local Environment) campaign to improve the local environment and has achieved national recognition for this initiative.....The Council's strong focus on the environment is delivering improvements for local people." Audit Commission Corporate Assessment Report, July 07

10a. Best service team: construction and building

Sponsored by Hays
Construction

Aberdeen City Council

"Best Value Services for Council House Tenants"

Aberdeen City Council made radical changes to the way in which services are delivered by pioneering a structure that is now being considered by other local authorities. It implemented Citistat – a performance management system that originated in Baltimore, USA. The system is about getting better value from the money being put into public services.

The council was invited to participate in the Citistat pilot principally because of its move away from a departmental structure into a neighborhood structure, which meant that performance was a shared corporate responsibility rather than driven within each department.

The voids issue in Aberdeen has been successfully tackled via a Citistat project. Building on the council's reputation for modernisation and improvement, a new

performance management tool – VoidStat – was introduced and established.

The council transformed its letting management process, with the savings being reinvested into making further improvements and modernisation. This also means that more affordable houses are being relet across the city, with homeseekers being able to move into their new properties more quickly.

Blackpool Council

"Blackpool Building Control Team"

We are the Building Control for Blackpool Council. We are dedicated to providing the highest standard of service to secure economic, environmental, and social regeneration in a sound and sustainable way.

We have set out clear performance standards relating to the delivery of the BC service. We have monitoring systems in place to measure our achievements against adopted standards.

We are accessible to our customers and have worked hard to develop communication links with them in order to improve our service for them.

We appreciate comments from our customers and we recognise that our complaints procedure is a vital learning tool which has directly lead to improvements in our procedures.

We volunteered our service for a Best Value Review in 2001. This created a dramatic

improvement in our performance and service delivery. Our improvement processes have now become embedded in our culture.

City of Edinburgh Council

"Promises Into Action"

Edinburgh Building Services (EBS) was suffering from a lack of direction, poor communications, demotivated staff and that in turn was reflected in its poor performance. However, it was clear that a few people with a few new ideas would not be sufficient to turnaround a £25m business. Promises into Action (PIA) is therefore the culmination of an employee-focused change management programme that has helped transform the performance of one of Edinburgh's key frontline services.

A fundamentally different approach was required and the EBS Senior Management were prepared to gamble that a unique approach to service improvement, namely Promises Into Action, would succeed

What has made Promises Into Action so successful is the fact that it has been embedded into day-to-day business, and is not a change programme tacked onto service delivery. Staff can recognise The EBS Way from the organisation's vision and are measured against those behaviours throughout the year.

East Dunbartonshire Council

“A Multi Service Approach for the successfully delivery of Gas Safety within Council Housing”

In 2005, following the reporting of a poor gas safety performance, senior officers within East Dunbartonshire Council (EDC) established a multi service team tasked with delivering a seamless safe, effective and efficient gas service to tenants across East Dunbartonshire. This was to ensure that failures experienced in the past across gas safety issues were being tackled and improved, and to ensure that the council were fully compliant with the Landlords responsibilities under the Gas Safety (Installation and Use) Regulations and offer the level of service that customers expect.

The new team set out to address the areas of poor performance and non compliance and to make EDC one of the best performance Local Authorities delivering a successful Gas Servicing, Repairs and Maintenance Service.

Fife Council

“Modernising Repairs & Maintenance”

This submission sets out how Building Services, Housing Maintenance Team have made the fundamental transition from a culture of Compulsory Competitive Tendering (C.C.T.) to a service that can demonstrate the delivery of Best Value with a strong customer focus ethos.

The Local Government in Scotland Act 2003 removed the requirement to submit specified activities to Compulsory Competitive Tendering (C.C.T.) and was replaced with a statutory duty to secure Best Value. Best Value requires council services to demonstrate continuous improvement and performance and maintain an appropriate balance among quality, cost and price, having regard for efficiency, effectiveness, economy and the need to meet Equal Opportunity requirements with our Customers firmly at the heart of our business activities.

In 2004 Building Services entered into Partnership arrangements with client services, Local Services Network and Housing Services. These arrangements have delivered a focus on providing quality, responsive services to our customers.

Newcastle City Council

“Legionella Management in Public Buildings”

Legionnaires’ disease was first recognized in 1976 in Philadelphia at an American Legionnaires’ convention where 182 cases were recorded and 29 people died.

Transmission of the disease is via inhaling airborne droplets and is not spread from person to person. One other important point is that a susceptible person is required.

The Service Delivery team fills the role as technical advisor to let, manage and monitor the legionella monitoring contract

via a framework contract with two service providers Hertel Ltd and Connaught Compliance Ltd.

The progress made over the last year by the service delivery team in achieving a 99% compliance from an external auditor has been excellent. This together with building very strong relationship with the framework partners in delivering the service, has produced a competent, cohesive and very well managed service. This has prompted our risk management section to nominate the service delivery team for an Alarm (The National Forum for Risk Management in the Public Sector) award.

South Lanarkshire Council

“Property Services: Meeting all your Project, New Build and Maintenance Needs”

From complex refurbishment projects, to excellence in new build, South Lanarkshire Council’s Property Services delivers.

Over the past few years Property Services has: -

- Improved the homes of over 14,000 tenants via the largest council house modernisation programme in Scotland – HomeHappening
- Embarked on the in-house design and build of a substantial Primary Schools Modernisation Programme including 20 new build village schools
- Increased the % of Housing Repairs completed on time from 97.7% to 98.5% (well

above the Scottish Average of 89.8%)

Throughout all of the above, Property Services has strived to deliver the best service possible to its customers; to deliver in the spirit of continuous improvement and; to work as a team with other services and partners.

This submission demonstrates the achievements of Property Services and its employees, who though hard work and dedication have demonstrated the ability for public services to excel in both traditional and new marketplaces and environments.

10b. Best service team: catering

Sponsored by Stellex

Gateshead Council

“School Meals in Gateshead ~ Sowing the seeds of Change”

The Gateshead School Meals is Gateshead Council’s in-house catering service provider to over 80 primary/special schools and 7 comprehensives. We belong to the Transport, Cleaning and Catering Service, Local Environmental Services.

We are committed to the continuous improvement of the service, demonstrated every day by our 300 dedicated front line staff. Our high standards are endorsed by Charter Mark (we are currently applying for new Customer Service Excellence Status) and Investors in People, achieved in February 2007. We are consistently in the top

quartile of APSE’s Performance Networks.

Over the past year we have developed our Options Program. We offer Food Options for both primary and secondary schools, supplemented by our Support Options - initiatives involving schools, teaching staff, pupils and community groups with the objective of promoting good food, healthy eating and nutrition. This program has been developed, led and implemented by our catering management team.

Knowsley MBC

“Catering Team”

A successful team is one that could be summarised as happy, well motivated and goal driven, as well as having a clear understanding of the part it plays in making ‘a real difference’ by the work it carries out on a daily basis. Knowsley’s Facilities Management Team has had a tough year – what makes this team stand out from the crowd is the marked success it has had in achieving objectives and bucking the national trends.

Knowsley is ranked the fifth most deprived local authority in the Index of Multiple Deprivation 2007 and has a 30% average free school meals entitlement. High levels of deprivation are directly associated with health inequalities and poor diets, which makes the provision of a good quality, nutritious school meal even more important.

The Facilities Management Team set about fundamentally reviewing and refocusing the

School Catering Service. By capitalising on their strengths, and addressing any weaknesses, the Facilities Management Team were able to build on the successful teamwork.

Lincolnshire County Council

“Food In Schools”

Lincolnshire County Council were aware that the high capital and revenue cost of building kitchens on every school site and the geographical size of the county meant that it would be impractical for either every school to prepare meals or for meals to be prepared in a large single distribution kitchen.

In the majority of cases where schools do not possess adequate kitchen facilities the only practical option was for the introduction of a transported meals service from either a network of public sector distribution kitchens – ‘hub-and-spoke’ – or procured through contracted meal providers.

The School Meal survey carried out during January 2008 shows that from this low base-line 220 Primary Schools across the county are now able to enjoy the experience of a hot school meal (78%). This has increased the opportunity to partake in the provision of Hot School Meals to an additional 35,000 children and increased the uptake of Free School Meals from 2,000 to approximately 8,000 an increase of over 350%.

North Lincolnshire Council

“PukkaStuff – eat up, top up!”

Our school meals are healthy, appetising and appealing. The big question has been how we get more parents and pupils to realise this and use the school meal service.

We set out on what we thought was a straightforward path, and began by carrying out some extensive market research to ask pupils and parents why they either do or don't use the service.

The pupils recognised that they should eat more healthily, but found it hard to do so. They said that receiving rewards such as top up points for mobile phones would make the difference, as they knew that school food was healthy and appetising, but just needed added motivation to buy school food.

This is the project that is now called PukkaStuff. The pupils themselves chose this name, as they felt it represented really good stuff and food. It was a phrase that they identified with. This may not have been popular with adults, but PukkaStuff is for the pupils, not adults.

Stockton-on-Tees Borough Council

“Catering Services”

From Lands End to John O'Groats, with Stockton in between, there are not many in the land that do not know of the 'issues' that have descended on school catering and where did it all start? A little Chef from the South with a passion for food! Yes, he had a lot to say and in

the early days woe! Also with the added new standards, this led to a substantial drop in school meal numbers nationally. Was this the end of school lunches?

But Now:-

- Government Funding (not enough mind you!)
- Nutritional Standards
- School Food Trust
- Healthy Food
- High Food Spends
- Higher Labour Spends
- Demented Budget Manager!

Our main objectives include:-

- Increased uptake in free and paid meals
- All Catering Supervisors to hold Nutritional Standard Chartered Institute of Environmental Health Level 2 Award in Nutrition
- Implement Job Evaluation
- Undertake full review and structure of the Management Team
- To introduce more Fair Trade products into menus and special functions.

Tameside MBC

“Moving Forward together”

This report documents the transformational achievements of the Service and lists future aims relating to team building. The vehicle for this revolution is the Service specific Training and Staff Development Plan. Considerable time is spent in this document describing the process from conception to implementation whilst

providing supporting evidence for perceived benefits.

The Plan closely links to Tameside's Community Strategy, and the Five Outcomes of the Children Act 2004 (Every Child Matters), therefore ensuring that remuneration follows the 'Rainforest' cycle for internal and external customers. The main internal outcome has been the development of a motivated, committed and single-minded team.

The report finds the current position of Tameside PSC is very positive. External Assessors, Headteachers, Parents and the Team itself share this opinion; despite resource restrictions in the form of time and finance.

It is recommended that the impetus for improvement is maintained through future targets and goals surrounding the Training and Staff Development Plan.

Wigan Council

“Launch of Metro Fresh”

The last 12 months has seen the significant transformation of Wigan Council's Catering Services Department.

Formerly known as Metropolitan Catering and Cleaning Services the team has revolutionised the way it operates its business and created a modern new look to signify the improvements.

Now operating under the banner of MetroFresh the department has worked in partnership with other services and partners such as the Council's Personal Social Health

Education and Citizenship (PSHE and C) team to address the major legislative and image issues that affected the school catering industry, and which led to huge reductions in the numbers of children taking school meals.

In the past year the MetroFresh team achieved exceptional growth figures both in performance levels and results.

They have developed effective strategies to compete with private sector competitors, demonstrating the skills of council-trained staff to deliver high levels of customer care. In addition the team has introduced sound platforms for sustained improvement and confirmed the benefits of collaborative working.

**10c. Best service team:
building/facilities cleaning**

Sponsored by Incorporatewear Ltd

East Riding of Yorkshire Council

“New employee Induction and 9 basic task training”

Accommodation Services prides itself on the training of new employees thus enabling the new employee to have the knowledge and expertise to carry out their daily duties to the best of their ability ensuring that the customer receives a first class service, on time every time.

All new employees receive 2 forms of training;

1. Site/ERYC induction
2. 9 Basic Task Training

Site/ERYC Induction

All new employees receive site/ERYC induction either prior to or on their first day on employment.

This training includes Community Aims and Vision Statement, Job Role-Detailed Job Description, Terms and Conditions of Service, Evacuation-Special needs, Blind Deaf Disabled etc.

When each of the sections have been covered the employee is required to sign against each category and on completion receives a copy for their records.

9-Basic Task Training

All new employees receive 9-Basic Task Training within 6 weeks of their date of commencement. The 6 weeks allows School based staff to receive training during School close down periods e.g. Half term.

Employees are trained in a number of tasks and have to actually undertake them, on completion the employee sits down with the trainer and has to answer a number of questions relating to the tasks undertaken, this proves underpinning knowledge. Tasks include Spray Cleaning, Buffing/Dry Burnishing, Sanitary Appliance Cleaning.

Hull City Council

“Building Cleaning Team of the Year”

Hull City Council is an improving authority, over the past few years we have moved from a no star to a two star improving well

rating. Innovative new ideas introduced in some areas have been copied by other councils. The level of public satisfaction has increased. These things have come about by changing the way we do things. It has been a challenging and exciting time for staff at all levels.

Hull Building Cleaning is Hull City Councils’ professional cleaning service offering customers’ value for money and excellence in customer standards. Our high standards have been recognised through external assessment for over ten years. We achieved ISO9002 and Investors in People in 1996. In 2000 we were awarded a Charter Mark and we successfully achieved ISO14001 certification in 2007. More recently we have been recommended for the governments’ new Customer Service Excellence standard, launched this year.

Leeds City Council

“Cleaning for the Future”

Four years ago Property Maintenance was a struggling department, it’s financial performance was poor, staff morale was low leading to high turnover and high absenteeism and a bleak future. Everyone in the management team were committed to turning this round and making a success of the newly formed department.

The key to this was engaging the large dispersed workforce and improving efficiency and our financial performance. We identified a numbers of areas where we needed to improve

and set out creating a service improvement plan to ensure we achieved our goals.

Thanks to the hard work and commitment of the team at Property Maintenance Cleaning and with the support of the Trade Unions and our Clients we are now in a sound financial position with a highly motivated trained workforce and a growing client base.

Liverpool City Council

“Building Cleaning Services – PC Cleaning Service”

The introduction of a dedicated team to undertake a comprehensive cleaning regime to all council workstations ensuring that the council meets its legal obligations to staff to ensure that work equipment is properly cleaned and maintained, contributing greatly to providing staff with a safe and healthy working environment.

The service provides for a twice yearly clean of over 5000 council workstations in over 250 separate locations, utilizing a fully trained and resourced mobile workforce.

The introduction of the service demonstrates Building Cleaning Service’s commitment to continuous improvement and efficiencies and also its commitment to developing new opportunities for cleaning staff through training.

The service has been extremely well received by council staff across the authority and can truly be described as representing a breakthrough in

service delivery within the public sector.

North Lanarkshire Council

“Development Programme for Senior Janitors and Cleaning Supervisors”

Staff training and development is fundamental to the success of North Lanarkshire Council’s Building Cleaning Services. In 2006/07, this commitment to teamwork and excellence reaped rewards for the service when it achieved Investors in People accreditation and also retained ISO9001: 2000 status. The importance of employee development is also recognised by North Lanarkshire Council through direct links to the Corporate Objectives of “Lifelong Learning” and “Developing the Organisation through “Service and People First”.

Investors in People identified areas for future development, which would allow the service to grow and build on existing standards. Staff development was a key area to allow career progression, succession planning and an opportunity to grow and develop our existing employee resource.

Two other development areas were: to ensure that every employee was involved in performance, review and development (PRD), a significant target for 1850 part time and full time staff spread over 550 premises, and to reduce current absence levels and staff turnover.

Warwickshire County Council

“Facilities/Cleaning Management”

The enclosed submission is intended to demonstrate the exceptional qualities of a newly formed team who have seen their original role grow from basic cleaning and caretaking to a full-blown soft Facilities Management role, which they have embraced and developed.

The team have delivered services above and beyond the call of duty as the enclosed testimonies confirm. I have available more evidence should the panel require it of the efficiency and effectiveness of the team.

In short Russ and Mandy are ambassadors for the Cleaning & Caretaking Service they have embraced the spirit of ISO for their commitment to excellence and procedure.

They have proved excellent champions of Chartermark by demonstrating their customer service excellence.

And by ensuring the team working with them are cared for and supported thus delivering our Investors in People ethos and standard, which supports our investment in our people.

**10d. Best service team:
highways, winter
maintenance and street
lighting**

Sponsored by Amey

Bolton Council

***“Reshaping our service to
benefit and improve our
diverse communities”***

The quality of the town’s streets is particularly high on the agenda of Bolton residents; having come to expect excellent services and continually pushing us to deliver even more. Over recent years these service improvements have been delivered improvement through internal efficiencies that have been reinvested in front line services, while budgets have remained static, or been cut; despite rising costs.

Residents may have received value for money but had little input or influence over the type of service delivered, due to the traditional client/ contractor relationship between the highways management and direct works functions which didn’t recognise residents as “customers”.

The recently formed Highway Delivery Service, has radically changed this; pulling together four very different service teams, with conflicting priorities and working practices, into one seamless service; with shared goals. Much more than an old style Direct Labour Organisation (DLO); the team listens and engages with its diverse customers to deliver a service they actually want.

Denbighshire County Council

“Highways Team”

Over the past year, the team has introduced a number of very significant quality, training and efficiency improvements. Some of these initiatives have been copied, (as best practice), by neighbouring authorities.

In September 2003 the council took the decision to place the street lighting contract out to tender with a view for implementation from 1st April 2004. The in-house tender was successful, and the team developed a new business plan covering both services. The fundamental strategy was to provide a top-quality ‘one stop shop’, for the design, build and maintenance of all signing and lighting works.

The Sign Shop section within Denbighshire County Council Environmental Services decided to submit a tender for this work despite having very little experience within street lighting associated works. The plan included a major investment in training for all members of staff based upon NVQ assessments and the completion of nationally accredited training qualifications, together with a complete overhaul of Risk Assessments and Safe Working procedures.

**East Riding of Yorkshire
Council**

“Service Team”

More pressure is being applied to authorities to meet Office of Government Commerce

initiatives such as Value Management, Achieving Excellence in Construction, and Rethinking Construction. All of these run alongside the requirements of CDM and H&S and must fall in line with the principals of PRINCE2.

The adoption of more efficient working practices brings with it its own problem of ‘getting more for less’. This puts pressure on the system to increase efficiency whilst still achieving the budget and keeping the stakeholders happy.

In 2005 East Riding of Yorkshire Council established a Major Projects Team (MPT) to plan, design, manage and deliver major highway and infrastructure schemes. The team is made up of specialists from various backgrounds with proven track records in project management.

Gateshead Council

“Keep the Eye Winking”

Gateshead’s Millennium Bridge is the world’s first and only tilting bridge! The unique design is based on the simple idea of a pair of steel arches - one is the deck, the other supports the deck. The whole bridge tilts, undergoing a metamorphous into a grand arch, in an operation that some say mimics the blinking of a huge eye. Even though we knew how innovative it was, we have been taken aback by the massive worldwide interest in this iconic structure.

Following the award of the operation and maintenance contract it was clear that a multi-

disciplinary team would be required to fulfil the needs of an exacting specification.

From the outset it was understood that special arrangements would be required to operate, maintain and manage all the aspects of the world's first rotating bridge (which is a public highway) and the attendant infrastructure.

London Borough of Islington

"Islington's Winter Maintenance Service"

Unlike other local authorities Islington's winter maintenance service is managed by Street Environment Services, as opposed to being the responsibility of the highways division.

While the service is managed by Street Environment Services the operation side of the service is carried out by Enterprise Plc, who are the council's appointed contractor for street cleansing, refuse collection and fleet management.

Working with the contractor we have developed a winter maintenance service that is delivered efficiently, is environmentally friendly and is flexible enough to manage all likely events.

The Railway and Transport Act 2003 Act imposed a duty of care on local authorities to keep the highways clear of snow and ice. Islington completely re-evaluated their winter maintenance service provision to ensure full compliance with the duty of care requirements. This review resulted in not only

full compliance but the excellent service provision and operational practice is unique amongst other London boroughs.

Stockton-on-Tees Borough Council

"Find n' Fix"

Being part of the Care For Your Area team rated as a 3 Star Excellent Service with Excellent prospects for further improvement by the Audit Commission, you would expect Stockton's Highway Maintenance 'Find N Fix' team to be a top performing team, delivering high levels of customer satisfaction – and it is!!

The Find N Fix team have been together for just over 4 years, but in that short time have created a working relationship that has been innovative, creative and radical – turning customer's aspirations into reality.

A robust area based inspection team, supported by comprehensive performance management, lies at the heart of a service team that has delivered performance improvements such as inspecting more roads and footpaths with subsequent repairs being undertaken efficiently and effectively, full street-scene inspections, insurance claims reduced, a one-stop-shop customer contact point and have delivered a number of prestigious environmental improvement schemes.

Vale of Glamorgan Council

"Service Team"

The Vale of Glamorgan Highway Maintenance Division has a proven track record of excellence in service delivery focusing on continuous improvements in all areas. Social, economic and environmental aspects are considered in all of the processes.

This sustainable approval means that the Division works in partnership with both internal colleagues at the Council and external bodies and has fostered close links with local communities and groups.

Building upon the excellent service delivery, in 2007 a major 'one stop' customer service centre was introduced. This provides a single point of contact for the residents and businesses in the Vale of Glamorgan for all highway services. All letters, e-mails and telephone calls are now directed to the correct contact electronically to enable the service request to be instigated immediately.

10e.Best service team: transport and fleet

Sponsored by Fraikin

City of Wakefield MDC

“Drivesmart - Transport: Burden to Blessing”

In this ever changing world legislation continues to evolve not more than within the transport and the health & safety arenas. Wakefield MDC Transport Services Unit has continued to deliver and support the ever changing legislation to our drivers, supervisors and unit managers through various methods only to feel that the messages we were delivering appeared to run out of steam and as a result were not always having the impact we desired.

We became aware of an initiative which Wakefield Council had recently developed called “Worksmart” which was high on everyone’s agenda and was being used to assist employees to work/think smarter and deliver an improved service to the citizens of Wakefield. We at Transport also had a message to send so we developed the “Drivesmart” initiative to run along side of this and use this as a vehicle to deliver important information to managers/supervisors & drivers alike.

Dudley MBC

“Mini-Buzz”

Mini-buzz is the collective name for a range of initiatives aimed at empowering school and voluntary minibus drivers operators with knowledge and

shared experience, helping them to operate their vehicles. Spearheaded by the Council’s Transport Services Department, the Mini-buzz project:-

- Brings together interested parties in a working group, to develop policy and share good practice
- Provides an on-line, one stop, point of reference through the Council’s intranet site; a feature of which is a compliance toolkit
- Provides training for those responsible for minibuses, such as head teachers, center managers, elected members and school governors, in addition to drivers.

Being available on-line, with no hard copy, enables the policy and guidance document to be updated at the click of a mouse, be user friendly and is in-line with the Council’s policy on sustainability.

Flintshire County Council

“Flintshire’s Fleet Service Team of the Year”

Flintshire County Council’s Fleet Services is the collective name for the Fleet Management and Maintenance functions of the Council. The Service operates within the Council’s Environment and Regeneration Directorate.

2008 marks the tenth anniversary of a particular low point in the service’s history. This submission is based not on any singular improvement or achievement of Fleet Services, but on it learning from those experiences to achieve a much more consistent and higher

level of performance. It records some of the many and varied initiatives implemented to address those early issues, and the subsequent improvements realised through the hard work and dedication of the service’s staff and the help and support of its internal customers and external partners.

Gateshead Council

“Service Team”

The Transport section delivers a professional, centralised and comprehensive service for the provision, maintenance and disposal of vehicles and equipment. Committed to supplying high quality cost effective services we have implemented a range of initiatives that have benefited Gateshead Council as well as our public and private sector partners.

In meeting the undertakings of corporate manslaughter bill and after considering recommendations from the HSE and RoSPA, a comprehensive system to manage operational road risk was introduced that has reduced the Councils accident record by over 25%. The initiative considers every aspect of “driving whilst at work”.

Recognition for such a dynamic and committed approach to managing driving at work was received from the Fleet Safety Forum and Brake the road safety charity at their awards in 2007.

Glasgow City Council

“Glasgow’s Hospital Evening Visitor Transport Service”

National, Regional and Local Key Objectives include the promotion of social inclusion by connecting remote and disadvantaged communities through increasing accessibility to the transport network, tackling poverty, improving health and well being and improving access to Healthcare facilities.

It is recognised that transport provision can play a large role in this by ensuring that it is accessible to all sections of the community and provides good links to employment, health care, education and leisure. Glasgow has relatively good public transport links, however for certain community’s e.g. older people, people with disabilities, parents of young families and people on low incomes, travelling to acute hospital sites by public transport can be difficult, particularly in the evening. It is within this context that the Hospital Evening Visitor Transport Service was launched in October 2006.

Leeds City Council

“Service Team”

Over recent years Fleet Services has undergone significant modernization, this was to provide an efficient modern maintenance service to the customer and transparency in all repairs and breakdowns undertaken. Engineers adopting live data capture and additional inspection training has

improved vehicle throughput and reduce downtime dramatically.36 engineers have been through rigorous IT classroom and hands on training in our quest to become a first class flexible provider of both fleet maintenance and fleet management.

London Borough of Islington

“Transport & Fleet Service”

Within one year we have taken two separate transport services. One of which was run by an external provider and the other run by a different directorate. These services are now run as a Direct Service Organisation with responsibility to one manager. We have utilised spare capacity to provide transport for the Out of Hours services and clients of Islington Learning Difficulties Partnership. Ultimately providing efficiencies for all services. We have reviewed the taxi provision within Islington which was on an ad-hoc basis with a combination of various companies and using mainly petty cash. The taxi provision now has a framework of five different companies all using IT for booking purposes and payment. This provides a measurement process, helps control expenditure and provides a daily and historic review. We have achieved the target of 100% green fleet a year ahead of schedule.

10f. Best service team: waste management and recycling

Sponsored by Heil Europe Ltd

City & County of Swansea

“Waste Management & Recycling Service”

In 2007 Corporate Building Services (CBS) initiated a review of its Waste Management functions associated with its construction activities. The costs of disposal were rising as a result of legislative changes and its additional corporate and environmental responsibilities made it important to lead by example and seek to minimize the amount of waste produced and also disposed of via landfill.

Following the completion of its Waste and Sustainability Strategy in June 2007 it set in place a number of initiatives including the creation of a Depot Waste Management Team in an attempt to tackle this key area of the business.

A critical element of this strategy was the introduction of a depot sorting facility which has significantly contributed to increasing the amount of recycled waste from 18% to 82% resulting in a cost saving of £30k in the first two months since introduction, and also attaining the environmental Green Dragon Level 2 Award.

City of Wakefield MDC

“Delivering Change”

Our submission is based on the achievements that we have delivered and the progression we have made in Wakefield during the last 12-18 months.

This has been possible because our team is made up of people with differing but complimentary skills – but all have one thing in common – they are all committed to making a difference.

The result has been a major step change in improvement of services across the whole service area.

These projects have been driven by a leader and a team that has dedication and strategic foresight of what needs to be done in order that we can successfully deliver change in a Modernising Local Government.

Gedling Borough Council

“Re-introduction of the weekly refuse collection over the summer period”

Gedling Borough Council's new Conservative leadership following the local elections in May 2007, had one key manifesto pledge that they wanted to implement namely, a return to weekly refuse collection during the summer period to allay fears of health problems, smells and maggots perceived by the residents due to the exceptional hot summer of 2006 which they believe was caused by the alternate weekly arrangements and they wanted it that summer!

The Direct Services Department, responsible for the refuse collection service were given just 26 working days from the date of the Council decision, to re-introduce the weekly collection service.

In those 26 days, the waste management team, the fleet and refuse manager and the refuse supervisors pulled together as one totally committed team to meet this most demanding of targets. Closer working relationships were forged, together with a willingness and commitment to achieve this most ambitious target.

Hartlepool Borough Council

“Increasing Recycling in Hartlepool”

With ever-increasing targets on recycling and composting, with fines attached to failure, along with the ever-increasing cost of landfill, the minimisation of waste has become more important to local authority budgets than ever before.

Hartlepool decided that after a number of years of voluntary recycling, it was time to push residents into changing their habits. The aim was increase recycling and encourage the minimisation of waste through education and, if necessary, enforcement.

Strong evidence was placed before members to ensure that a full understanding of the needs and effects of the scheme were understood and that the full backing of the Council could be agreed.

The introduction of alternate weekly collections has increased recycling in Hartlepool from 19% in 2005 to 32% in 2007. The change has given the authority and it's residents the opportunity to contribute towards reducing waste and a

real chance to achieve the targets set by central government.

Redcar & Cleveland Borough Council

“To Beacon & Beyond”

From 6.9% recycling rate in 2000/01 to 41% in 2007/08 has inspired us to tell you our story - 'To Beacon and Beyond'.....

The transformation began in February 2005, when our new Waste & Recycling regime was launched – this was the springboard to our success.

This new approach included a four-day week together with the introduction of alternate weekly collections for residual and recyclable waste. It also included the expansion of the kerbside recycling waste streams and green waste collections.

Investment and improvement in the kerbside recycling service led in 2006/07 to the award of Beacon Council status for waste and recycling. Satisfaction with waste and recycling has risen from 62% in 2003/04 to 82.38% in 2006/07. We have a long-standing joint waste management partnership with other Tees Valley Authorities and are currently developing a sub regional Tees Valley Joint Waste Management Strategy, following a successful bid for LASU (Local Authority Support Unit) funding from DEFRA.

Stirling Council

“Achieving Environmental and Management Goals through Service Transformation”

Stirling Council's Waste Services team promotes waste minimisation and recycling, and collects, re-uses, treats and disposes of waste arising from the communities in the Stirling Council area. Currently over 38,000 households spread over 10 routes are provided with a fortnightly refuse collection, an alternate-fortnightly brown bin collection (for garden waste and cardboard); and a weekly kerbside recycling service for paper, cans, glass, textiles and plastic bottles. The Council's landfill site at Lower Polmaise on the Forth River closed in 2004 after 25 years in operation. In addition to long-term environmental restoration of the site, Waste Services has constructed and now operates a large-scale compost facility for garden waste and cardboard. Materials from Stirling and neighbouring Clackmannanshire Council are accepted as part of a joint working arrangement. After overcoming operational challenges, Stirling Council was awarded PAS:100 certification in April 2007, meaning (in Scotland) that the resulting compost can be distributed as a 'product' without the restrictions of a waste.

Swindon Borough Council

“The 'Big Bang' New Waste and Recycling Service”

Swindon Borough Council (SBC) made 50 promises to the residents of Swindon to be achieved by 2010. Promise 49 states “we will recycle, compost or treat more than 50% of household waste, and where practical, provide a kerbside recycling collection for all our residents”.

With a fragmented service currently in place, the whole service needed to be remodelled if this promise was to be achieved. Swindon Commercial Services (SCS), the direct labour organisation embraced the challenge and introduced a new practice that placed the people of Swindon at the heart of the solution. The uptake has been immense with an increase in recycling from 31.48% last financial year to 42.04% during October – December, already, well on the way to achieving our promise to the residents of Swindon.

10g.Best service team: streetscene and public realm

Sponsored by APTUS Personnel

Birmingham City Council

“There's only one Ian Coghill.....”

Birmingham's in-house street cleaning service, declared by consultants as only fit for outsourcing, was faced with challenges that were allegedly well beyond its capabilities.

The solution, as ever, lay within. We harnessed the commitment, knowledge and 'will to win' of the whole workforce. Ideas for new and more efficient working generated from the frontline by a process involving profound co-operation between management and unions justified political commitment and triggered targeted investment that resulted in stunning improvements in performance culminating in being declared not just the “Cleanest City” but Britain's “Cleanest Place”.

Darlington Borough Council

“Streetscene: A Unique Approach”

Darlington Borough Council, we believe, has a unique approach to providing a cleaner, safer, greener environment for its residents. We recognise that people want to live in a pleasant environment and we have incorporated this within our vision for the future of Darlington.

Street Scene plays a big part in what makes Darlington an attractive place. Local

environmental quality is an important contribution to the local quality of life and wellbeing. The Council identified Street Scene as its first project within the Leading Edge change programme. We fundamentally reviewed how we delivered these services resulting in the following approach:

- Area based (split into five areas)
- Team delivery
- Generic working – staff working across a range of services
- Working seven days per week
- Community engagement in the design and delivery of services
- Changing the culture from reactive to pro-active

Gateshead Council

“Neighbourhood Services Delivering What the Community Want”

Local Environmental Services (LES) is one of the five strategic groups within Gateshead Council. As an authority we are now planning ahead for 2030, expanding on our ‘can-do’ culture, working with residents, partners and employees to meet the needs of the local people, ensuring that ‘strong communities’ are at the heart of our Vision 2030.

Since September 2006 there have been significant changes within LES, with the amalgamation of Ground Care and Street Services to form Neighbourhood Services and

the introduction of neighbourhood working. We moved to a new concept of area based multi-skilled teams providing a wide range of services to neighbourhoods.

Good communication with staff and stakeholders throughout the process has provided valuable input, which has influenced our plans for change, with existing skills and local knowledge being used to resolve any problems encountered along the way.

Nottingham City Council

“Streetscene”

Since its formation in 2003, Nottingham City Council’s Street Scene service has made a significant contribution to improving the quality of life of residents throughout the City.

The service exhibits a modern professional image and a can-do customer first culture. It works closely with voluntary and community organizations, other public bodies, and the private sector to bring an innovative approach to tackling the considerable public realm issues faced within a major city.

In the last year Street Scene has:

- Retained the “title” of the cleanest core city and in the top quartile of large Cities (population greater than 200,000)
- Won best large city in Britain in Bloom and gained a prestigious Royal Horticultural Society Gold Award
- Won six green flag awards for Parks and Open Spaces

- Improved customer satisfaction across a range of public realm issues
- Maintained accreditation to Chartermark
- Maintained accreditation to ISO 14001

Sheffield City Council

“Street Force”

Street Force was formed in 2001 as an integrated in-house “Operator” responsible for delivering highway and streetscene maintenance.

Our prime purpose is to provide a high quality network and streetscene for the benefit of all.

Our achievements include:-

- Continuous improvement in service delivery standards and customer satisfaction
- A clear structure that reflects a single customer focused service
- Achievement of Investors in People and empowerment of employees
- Greater efficiency and improved value for money
- Extensive partnership working across all sectors
- 91% of all targets met
- Achievement of Charter Mark, including two best practice recommendations
- Greening our services, e.g. waste segregation
- Public praise for team efforts on flood recovery

Stockton-on-Tees Borough Council

“The Care for you Area Journey”

Stockton is one of the cleanest, greenest Boroughs in England providing outstanding customer service – and its official!

“This is an exceptional organization. It has moved from average to outstanding in less than 3 years”. Charter Mark Assessor

A dynamic team with vision and drive is at the heart of a huge success story that has been enjoyed over the last 18 months and is reflected in high levels of performance and customer satisfaction. Hot on the heels of being rated as a three star excellent service, with excellent prospects for further improvement by the Audit Commissions, Stockton went on to take the coveted Northumbria in Bloom Trophy in the Best City Category in 2004 – for the first time in over 20 years. And if winning that trophy is impressive, Stockton has gone on to retain the NIB trophy in 2005, 2006 and 2007, making it a quadruple success.

Wrexham CBC

“Pride in Your Streets”

Streetscene refers to the external public living space of our community, it is the streets and paths where we walk to the bus stop or school; the parks and open spaces where we walk and exercise; the play areas and town centre where we spend our leisure time, the car parks,

road and transport infrastructure which we use to access employment and shopping.

This submission by Wrexham County Borough Council demonstrates the commitment the Council has made towards making its County cleaner, greener, safer and tidier, delivered through an enthusiastic multi skilled staff and workforce that puts service delivery as their priority and enables the public to access this service through one single contact point.

The initiative was launched to the public in September 2007 under the banner ‘Pride in your Streets’, the intention being to encourage all of the residents of Wrexham to take a pride in their environment.

10h.Best service team: parks, grounds and horticultural

Sponsored by SGM (UK) Ltd

Aberdeen City Council

“Dyce in Bloom”

Before the discovery of oil off the North East coast of Scotland, Dyce was a small village that concentrated on fishing and farming. With the discovery came economic prosperity and swift industrial expansion. The town grew rapidly to accommodate off shore operations and also to provide the infrastructure necessary to house the influx of skilled oil workers and their families. A major shopping centre, a new secondary school and all the

amenities that go with expansion turned Dyce into a thriving urban community.

When areas receive such intense development it is often to the detriment of the surrounding environment. However, within the town there had been a conscious decision to ensure Dyce would retain its strong identity. Local councillors and residents were keen that the feeling of community would remain within the town and individuals with a passionate interest in gardening decided to harness this enthusiasm to improve the appearance of Dyce through the use of horticultural displays within the built up areas.

Bristol City Council

“Bristol Parks – (probably) the best Parks Service in the UK”

We believe that Bristol Parks fully deserves the award as Best Parks Team of the Year 2008. We are the Carlsberg of the sector, and (probably) the parks service with the.....

- Most significant progress in putting parks at the core of the corporate agenda - our Labour administration have placed parks as one of the top 3 political priorities in the new Corporate Plan, which is unprecedented and reflected in budget growth of over £700,000 in 2008/2009

- Most creative ICT investment and development programme – bringing the best mapping and asset management software into the core of our investment and operational strategy

- First complete TAES self assessment since the new methodology was adopted by CABE and IdEA – we are using TAES to support our organisational change and development programme alongside the quality system for the service which is the foundation of our strategy

- Only true Equalities Impact Assessment for the whole service and its strategy – which was an essential foundation for the P&GSS and our inclusion agendas

And many more.....

Cardiff County Council

“Parks Services”

This submission details why Cardiff Council Parks Services deserve recognition for continuing to improve its parks service to local communities, with reference to how it

- Delivers the best service possible
- Delivers in the spirit of continuous improvement
- Works as a team with other services and partners

It is important to emphasize that this service team would not be as successful as it has been in improving the delivery of services without the complete backing of the Council’s Elected Members. The Council continues to see the importance that Parks play in the health of the City and of those that live work and play within it. Key examples of this support are shown by the adoption of two key strategic documents which

are set to map out the future direction of the service and this team, namely the Parks Partnership and the Parks and Green Spaces Strategy.

Copeland Borough Council

“Service Team”

With support from APSE and its members Copeland Borough Councils Park Services have seen significant improvement to its parks services over the recent years. Underpinning this improvement Parks Services has EFQM at its heart, to ensure that “excellence” is measured and delivered in respect to Service Performance, Customers, People and Society and is achieved through Leadership driving Policy and Strategy that is delivered through People, Partnerships and Resources, and Processes. The team has been successful in that it has been a finalist in the “EFQM Excellence North Business Award” (Business Oscars) for two years running.

The dynamic environment, in which the Parks Services operates, means constant appraisals of its aims and objectives and through its proactive service approach it is in a strong position to support and adapt to the changing environments such as Locality Working, Local Area Agreements, Cumbria Strategic Partnership etc.

Gateshead Council

“Saltwell Park Flying The Flag”

Saltwell Park, one of the regions oldest and largest municipal parks, has been renovated with funding from the Heritage

Lottery Fund and Gateshead Council. The works carried out during the restoration scheme and since its completion has received an array of awards.

The men and women that actually carried out the work have by comparison, received no external recognition. We feel that the hard work, commitment and enthusiasm that the park team have shown is the single most important factor in the success of the scheme.

For the park to continue to be the success that it has become, staff have recognized that a more flexible approach is needed to maintenance and keep the park to the high standards they have achieved

It is for these reasons that we submit Saltwell Park staff for the APSE Service Team of The Year 2008.

Glasgow City Council

“Parks Strategic Review Team”

Glasgow has always enjoyed the reputation of being a green city with the highest number of parks of any city within the United Kingdom however the utilization of these facilities by the public did not reflect the potential available to provide a healthy and sustainable lifestyle for Glaswegians and visitors alike.

It was therefore decided to undertake a Strategic Review of this service and to examine the potential of developing the facilities and service to match the aspirations of the public.

The Review identified many

areas where the service was not matching the aspirations of the customer and these have been addressed by the introduction of programmes to improve play areas, parks infrastructure, housegarden maintenance, provide facilities to improve participation in cycling and other recreational activities.

Torfaen CBC

“Parks & Open Spaces”

Building upon the successful programme of events which was created for Pontypool Park the Council took the decision to roll out these opportunities to other parks and open spaces throughout the Borough during 2007.

The Borough has two main parks - Pontypool Park in the north, a historic landscape and the Boating Lake in the south, a newly created recreational area for Cwmbran, a new town developed during the 1950-60's.

Both sites are well used and suitable for musical programmes with sports coaching taking place in smaller more local venues to try to encourage the community to use their green space.

10i.Best service team: sports, leisure and cultural

Sponsored by IQ Associates

Hull City Council

“Hull City Council's National Curriculum Swim Teacher Team”

The work of our National Curriculum Swim Teacher (NCST) Team is a shining example, making a real difference to the children of the city.

We consider our Team UNIQUE and here's why:-

U – Unlike some Local Authorities, Hull provides a 'one stop shop' crash course to enable pupils to achieve in Key Stage 2. Schools opt into the Swim Programme, receiving transport, pool-time and qualified swim teachers, making Ofsted recognise them as 'active partners rather than simple recipients of provision'

N – Naturally 2005-2008 all 70 plus primary schools opted in

I - Innovative – since 2003 (long before DfES involvement), Hull has offered every non-achiever 3 further chances to succeed, with extra lessons in Years 4/5/6

Q – enough Quantative and Qualitative evidence was found by HMI Ofsted (2007) that he stated 'the overall effectiveness of the swimming programme was judged to be outstanding' & 'the curriculum

excellent'

U - Understandably we're proud of the Team who have continuously ensured that

80%plus of Hull's children achieve

E – the Team's achievement is so Enormous that the only model of best practice case study in Ofsted's National Report on Swimming(Nov.07) is Hull's programme

Knowsley MBC

“Improving Peoples Lives”

Sport and physical activity is now recognised as a huge contributing factor in the fight to tackle some of the major issues facing our communities. Knowsley MBC has more than its fair share of issues with high levels of crime, some of the poorest levels of health and low levels of educational attainment.

The sports section within Knowsley MBC recognises these facts and as such have worked hard, influencing the Council to invest in sport and physical activity.

We have developed excellent relationships with partners across the borough, helping to provide joint working arrangements for the benefit of the communities we serve. This work has had a massive impact in dealing with some of the major social issues which affect our communities.

This application will focus on the achievements made by the Sports and Active Leisure Service in tackling some of these issues.

North West Leicestershire District Council

“Club Activ8”

North West Leicestershire District Council’s (NWLDC) Leisure & Culture Team aims to increase participation levels in sport, exercise and cultural activities in order to halt the rise in childhood obesity evidenced through the results of the National Child Measurement Programme (NCMP). Club Activ8 is a new scheme which rewards young people with free activities at the District’s Leisure Centres for achieving the Government’s target of doing 2 hours high quality PE and Sport each week. When young people achieve the target, points are added to their Club Activ8 card which are used to pay for leisure centre activities.

The Club Activ8 pilot scheme took place in 2 schools in the most deprived ward in the District, with funding secured through Sport England, NWL School Sports Partnership, NWLDC and Gladstone MRM.

Initial difficulties included transport to the leisure centres and young people not using their points. These were overcome by providing a subsidised shuttle bus and by consulting with the young people to provide the activities they wanted.

Northampton Borough Council

“Culture & Leisure Services”

Northampton Borough Council’s Culture and Leisure Services team, led by Ian

Redfern, has been together in its current form for 18 months. During this time they have shown exceptional qualities of initiative, dedication to customers and quality, and partnership leadership. The outcome is a service which is very well regarded externally, which can demonstrate many social benefits and can lead the town forward using culture as a driving force.

There can be no doubt that it is our people who have made this possible. What this application shows is not just achievement on a single headline-grabbing initiative, but a consistent and sustained performance across the board by a team of which this Council can feel truly proud.

Rotherham MBC

“Rotherham.....a New Leisure Beginning”

‘Rotherham a new Leisure Beginning’ is a key strategic theme that is making a vital contribution to the social and economic well-being of the Borough of Rotherham. It is central to Council policy commitments and aims to develop leisure services and facilities fit for the 21st Century. Supported by partners from all three sectors, it represents an ambitious plan to drive change and provide excellent services to all members of the community

Rotherham a new Leisure Beginning is:

- Working in partnership to deliver fit for purpose facilities via one of the nation’s largest PFI/PPP leisure facility

regeneration programmes.

- Building capacity by developing partnerships between the public, private and voluntary sectors
- Improving participation rates amongst all members of the community and in particular target groups.
- Delivering a major contribution to Rotherham’s Community Strategy and the Council’s Corporate Plan

Salford City Council

“Little Hulton & Walkden Community Sports Team”

Salford Community Leisure is responsible for delivering Community Sports Development activities across Salford on behalf of Salford City Council.

The Community Sports Team operating within the Little Hulton and Walkden area of Salford has achieved significant recognition for the delivery of an innovative programme of sports related activities locally.

The team have been fully established in the area for over three years, working in close partnership with the Little Hulton and Walkden Neighbourhood Management Team (Salford City Council), Greater Manchester Police, Health Improvement Team (Salford Primary Care Trust), Youth Services, Salford Reds Rugby League Development Team, Community representatives and volunteers.

Swindon Borough Council

"This is The One"

Swindon has a reputation for high quality Leisure facilities with a rich legacy of built facilities. The successful changes to management culture and staff empowerment have driven recent further increases in participation, quality of customer experience and efficiencies in cost.

In the past four years a revenue deficit of £475,000 has been transformed into a surplus of £440,000. Participation levels have risen 6% since 05/06 despite increased levels of local competition. Performance management is now fully embedded within the service and the new style board management has evolved to the point it is now embarked upon a complete re-organisation of roles and responsibilities. The Oasis Leisure centre and Highworth Recreation Centre both renewed their Quest accreditation, scoring 71% and 74% respectively (both within the top 15% of centres nationally).

This submission chronicles the work of the management to change the culture of performance management and the new model of governance.

10j.Best service team: social care

Sponsored by UNISON

Bedfordshire County Council

"Trailblazing - Equality and Diversity"

Bedfordshire County Council Adult Learning Disability (Direct Services) Equality and Diversity Forum is an initiative aiming to support better equality outcomes for Adults with Learning Disabilities who access their services. It is led by a small core team of Managers and Project Leads with growing membership from many external agencies. Since it started in 2006, the Forum has initiated and 'ignited' a number of exciting initiatives borne out of person centered thinking, involving people with learning disabilities throughout the journey. This was recognized regionally in 2007, and there has been much interest in the work, more recently by a Colleague in the region who is proposing developing some activities with a leading Training Organization who facilitate for Learning Disability Services. It has already been recognized that the Team is ahead and leading in this work and others want to follow, so we see that we are trail blazing.

Hull City Council

"The Young People's Support Service"

The YPSS is a multi-agency team providing a seamless, joined up service for young people which benefits them in numerous ways. The service offers consistent, intensive and

specialist support to vulnerable young people, stopping the "pillar to post" syndrome that they find confusing and frustrating. It also means greater partnership working, at a strategic and practical level, resulting in the improved use and co-ordination of resources. At the heart of the service is the belief in the importance of involving young people in the service, listening to their views and making sure the service develops according to their needs.

The YPSS has become an 'umbrella' term, incorporating a range of services for vulnerable young people. There is an ethos of reflection and creativity which leads to continual change to improve the YPSS.

Lancashire County Council

"Care Organiser – Locality to Contracts"

Lancashire's Care Organiser team was originally a piecemeal group of staff working across the County. They had little contact with each other and developed inconsistent and sometimes conflicting work procedures. Although the end product of the team's work was effective there was little direction or thought to efficiencies, training and development of the service.

The grouping of the team within the Contracts Unit has led to a team committed to improvements and the delivery of an effective service which is seen by outside bodies, including the Department of Health, as being at the cutting

edge of the procurement of care services.

The Care Organiser Team are an outstanding example of a team that have used modern review methods to dynamically change their working practices and achieve best value and efficiencies whilst providing a significantly better service to the public.

Merthyr Tydfil CBC

“Youth Supported Employment Project”

Teenagers with learning disabilities rarely have access to normative life experiences and career development opportunities. Part-time paid work from about the age of 16 years is frequently part of the transitional path that non-disabled young people take as they move into adult life and employment. The experiences they have in these jobs help them to determine their personal vocational strengths, gauge their future employment interests, and appreciate a degree of financial independence for the first time.

The Youth Supported Employment project gives disabled and non disabled young people opportunities to learn and grow together through shared employment experiences. The project matches teenagers who have learning disabilities with similar aged non disabled peers to support and assist them to learn their jobs and become independent.

The Youth Supported Employment Project is the only

scheme of its kind in the UK and commenced in 2007 to enable young people aged 15 and 19 years to gain paid part time employment while supported by non-disabled teens in the same age range.

Nottinghamshire County Council

“Promoting Community Access, Choice and Independence in Bassetlaw”

The Learning Disability Day Service staff team in Bassetlaw has pioneered new person-centred ways of supporting people with Learning Disabilities (LD), and, by building new partnerships with community organisations, has achieved a very significant increase in the general social inclusion of people using the day service.

To date, key achievements have been :

- 56 individuals accessing new services independently (2511 hours), 2/06-7/07
- 26 people with the most complex needs accessing new activities, out of a total of 90 people involved
- 15 new community partnerships developed
- £ 77,969 raised from external grant sources

We are very proud of the achievements made by this creative and determined staff team. They have adopted the vision and goals of the “Valuing People” White Paper to thoroughly review their service outcomes and have re-

engineered the ways that support is provided to people with LD, including people with the most complex needs.

11. Overall council of the year in service delivery

Sponsored by Enterprise

Finalists:

- Bedfordshire County Council
- City & County of Swansea
- City of Wakefield Metropolitan District Council
- East Riding of Yorkshire Council
- Gateshead Council
- Glasgow City Council
- Hull City Council
- Stockton-on-Tees Borough Council

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We recognise the important role of local government in acting as place shapers, delivering community leadership, economic well-being and environmental improvement. We understand the tough challenges facing local government in the coming years. These include not only budgetary pressures, but the need to deliver efficient and improved localised services in which the voices of communities are heard.

At Amey we are working in partnership with councils to help meet these challenges. Together, we are developing service delivery models that help to transform the nature of front line services to the public.



Aptus Personnel sources a wide range public sector workers, extending from

street cleansing teams, recycling operatives, grounds maintenance staff and trades people to work on local authority construction and maintenance projects. Aptus Interims works exclusively within the Local Government arena providing interim Directors or Heads of Service to deliver initiatives, manage change and improve performance. Aptus believes in building long term partnerships and works with clients on an individual basis to develop services that meet specific needs, be it ad hoc supply, bespoke service level agreements, on-site management, master vendor solutions or interim managers. An approved partner of APSE, Aptus was short-listed in the

Partnership category in 2003's APSE Service Awards and was a runner-up for the Best Public Sector Recruitment Agency at the 2004 and 2005 Recruiter Awards for Excellence.

For further information, please contact: Doug Edwards, Operational Director Tel: 01582 401620 or email doug.edwards@aptus-personnel.com



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The software can be designed to interface with download data from half hourly meters and existing data management systems, from simple spreadsheets through to more complex data management products.

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analysing past and future performance against target and benchmark.

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advisers on public sector law? It's simple; we are thoroughly immersed in what our clients do. We have a genuine understanding of the issues they face; the pressures they're under and the environment in which they operate. Many of our lawyers come from a local government background and understand that good legal advice requires more than a knowledge of the law. We know what needs to be done to make things happen. We are also known for our purposive approach to the interpretation of powers and the provision of sound advice on the practical application of new legislation. We have a reputation for cutting edge work which delivers unique and innovative solutions to legal problems facing local authorities.

That's why you can thoroughly trust us when it comes to local government issues. We have national teams of specialists in various areas of law who have both the legal knowledge and the practical experience that will help you to achieve your goals. The areas in which we advise local authorities and other public sector bodies include: governance, partnership arrangements, shared services, procurement, access to information, data protection and Freedom of Information legislation, equal pay, single status, pensions, dispute management, judicial reviews, the challenges relating to offences of corporate manslaughter, economic development and regeneration

schemes embracing associated property, development and funding issues, the formation and use of companies and many more. We are also able to offer consultancy support, for example in reviewing the structure and effectiveness of the in-house service teams.

For general enquires on local government issues contact: Stephen Cirell, Partner on 0845 498 4430
Email: stephencirell@eversheds.com



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Fraikin is a leading provider of fleet services solutions to the public sector and local authority commercial vehicle market with a strong track record in providing flexible solutions. Celebrating 40 years experience in the UK market in 2008, Fraikin offers:

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Fraikin manages more than 14,000 vehicles across the country, supporting organisations beyond purely the public sector, including food manufacturers, paper merchants, high-tech logistics companies and parcel carriers.



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Saffron can also be used as a management information tool collating data returns including purchasing, stock management, recipe and menu modeling, nutritional analysis, weekly returns, cash summaries, management reports are just some of the operational modules of the Saffron solution.

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Fretwell-Downing Hospitality, Brincliffe House,
861 Ecclesall Road, Sheffield S11 7AE
t: 0114 281 6060 / f: 0114 281 6061
info@fdhospitality.com / www.fdhospitality.com



Established in 1958, Hays Construction is the UK's leading recruitment consultancy to the built

environment and the only recruitment consultancy endorsed by CIOB. Hays Construction places people in temporary and permanent employment. With offices in over 80 offices across the UK and a presence in 27 countries worldwide, specialist consultants enjoy unrivalled access to an international database of the industry's top employers and are able to provide invaluable expertise and advice.

Specialist consultants from Hays Construction will be on hand at the exhibition to offer expert career advice and first hand knowledge of current market conditions, in addition to the latest CV and interview tips and of course advice about the latest job opportunities. Consultants are also able to offer employers advice on effective interviews, the latest in candidate attraction techniques and retaining staff in an increasingly competitive marketplace.

Hays Construction is also proud to sponsor the BST Construction & Building Award at the APSE service awards. Highlighting our integral role and continued investment in the industry, we are pleased to be a sponsor of an awards ceremony which rewards those people who are committed to delivering an exceptional service to local people.

For further information, please contact William McFall on 0141 226 5999 or visit www.hays.com/construction



For 100 years, the Heil name has stood for quality and innovation. Throughout the world, these attributes underpin the performance of Heil equipment and reflect the standard of service and support for which the company is internationally renowned.

In 1973 Heil Europe was established in Dunfermline where, for almost three decades, the company has built on its engineering and manufacturing know-how to produce Refuse Collection Vehicles for the UK and European markets.

Now, with an unmatched depth of manufacturing experience and a knowledge of RCV user requirements which is second to none, Heil Europe continues to provide the premier class of product and customer service for which its reputation was established over a century ago.

Heil Europe has tailored its products and services to match the exacting needs of RCV operators in both the public and private sectors.

By combining a close understanding of specific user requirements with flexible and dynamic engineering, Heil Europe has developed a range of Refuse Collection Vehicles unsurpassed for efficiency and reliability.

The Heil Front End Loader, Powerlink, Big Bite, Powertrak (Standard & Narrow width) and Eurocycler have become industry standards upon which countless businesses and public services across Europe have been built.

Every Heil RCV is engineered to individual customer specifications that take into account the demanding UK operating conditions. They are manufactured to the highest accredited standards and delivered with the quality assurance that only Heil Europe can provide.

Heil are pleased to continue their association with the APSE National Service Awards and look forward to another successful Seminar/Exhibition at Nottingham

For further information on Heil Europe please visit www.heileuro.com

T: 01383 823625 / F: 01383 824062



incorporatewear

At **incorporatewear** we constantly challenge ourselves to deliver value and a reliable service offering to our customers. As leading suppliers of corporate clothing and workwear we inspire confidence. Delivering an exciting and trusted service for every type uniform programme. That is why our customers rely on us to deliver and exceed their expectations time after time.

Incorporatewear have vast experience in delivering solutions to local authorities, having supplied our Jeff Banks designed wardrobe to LACA since 1998. Our catering and workwear range is second to none in terms of value and quality. In addition to our excellent product, we offer in-house embroidery and tax tabbing. Look no further than incorporatewear for your "one stop" corporate workwear solution.

Visit our website at www.incorporatewear.co.uk or contact Andy in our Sales team on 08442570595



For over ten years IQ Associates have provided specialist Management Information services to the Sports and Leisure industry and the wider public sector through consultancy services, benchmarking and market research.

The I.T. arm of the company, IQ Software Systems, has worked with APSE and it's members since 1998 to develop the hugely successful Performance Networks model. Meanwhile IQA has also developed it's expertise in public sector market research and community consultation packages including sale & installation of self manage software such as Snap Surveys™ and Abbyy™ right through to fully managed multi service and Council wide Consultation & Customer Perception projects.

IQA can help local authority front line services to collect, analyse and cross reference critical customer data to help focus resources and build effective Service Improvement Plans as well as comply with Government inspection regimes. The IQA model can also facilitate comparison of customer satisfaction levels across different Councils and over a period of time to demonstrate

the effectiveness of service improvement programmes.

For more information about IQ Associates please telephone 01600 719229 or e-mail enquiries@iqss.co.uk



SGM (UK) Ltd is well established as the UK's leading hirer of groundcare machinery.

We provide a range of quality products, backed up by first class service and maintenance support.

Our focus is to offer customers flexibility in the provision of groundcare machinery for a fixed cost, with all service maintenance and breakdown response built in. Customers can choose from a spot or long term hire arrangements and at the same time, enjoy timely and guaranteed service support.

Currently, we maintain in excess of 6000 assets, offering our customers a full and complete range of groundcare products from our 9 service depots throughout the UK, at Inverkeithing, Gleneagles, Washington, Rotherham, Stockport, Northampton, Coleshill, Bexley and Pontypridd.

More and more Local Authorities and Professional Groundcare Specialists are now recognising the benefits of outsourcing specialised services such as machinery supply and maintenance and we welcome enquiries so we can demonstrate the real added value this provides.

For further information, please contact inverkeithing@sgm-uk.co.uk or visit our website www.sgm-uk.co.uk



Established in 1937 Stellex Limited combines a long

standing tradition in catering equipment, with modern manufacturing techniques; incorporating good design, high quality materials, modern technology and a multi skilled dedicated workforce.

Stellex manufacture an extensive range of products for use in the catering industry - from the

simplest of tables through to bespoke serverly counters. All our products are designed to meet the high standards expected by today's caterers, this combined with ongoing product development allow Stellex to offer you high quality at affordable prices. The company meets the requirements of ISO 9001:2000 ensuring consistent quality in our products and services and holds accreditation with the Contractors Health and Safety Assessment Scheme (CHAS) and registration with Constructionline.

In addition to our own comprehensive range of stainless steel equipment, Stellex is also a major distributor of leading manufacturers' equipment, ensuring the provision of a one-stop purchasing forum for all our clients.

Stellex undertake all or any stage of a project from design and build, project management, site clearance, M&E services, through to installation, commissioning and staff training - all with the minimum of disruption. We have been commissioned to design, manufacture and supply catering equipment for Local Authorities, Care Homes, Hotels, Restaurants, MOD and NHS and by working together and maintaining client relationships Stellex have developed a track record of successful quality projects throughout the UK.

Stellex Limited, Hadston Industrial Estate, Hadston, Morpeth, Northumberland, NE65 9YG

Tel: 01670 760082 / Fax: 01670 761404
E: sales@stellex.co.uk / W: www.stellex.co.uk



Terberg Matec UK Ltd. continue to develop innovative, safe and robust products in synergy with the dynamic waste and recycling market. The emergence of domestic and retail food waste collections, the advent of weighing and RFID and the increased demand for technology solutions are no exception.

Recent developments have seen Terberg's OmniDEL Xtra automatic binlift seamlessly integrated with their TMDW9004 dynamic weighing system to provide a certified weighing and RFID solution. Additionally, Terberg's 'muni' family of modular technology solution options integrate with their bin lifts to provide 'live' bin lift

and weighing activity recording, route management, backoffice reporting and analysis and fleet tracking solutions.

For 2008, Terberg have extended their range of ABUV food waste collection vehicles to a GVW upwards of 12t. The ABUV is now offered with an optional extra TLL360 lifter to the rear to complement the lifter on the side, increasing loading flexibility for wheeled bins up to 360L. Additional flexibility is offered by a removable aluminium pannier designed to handle loose and bagged food waste.

Terberg Matec UK Ltd's products are supported by a pedigree for engineering excellence spanning almost 140 years, in that time the Dutch-owned Terberg group has grown into a multi-national group with a large number of subsidiaries in various business sectors.

Terberg Matec UK Ltd. was established in 1990 and has since become firmly established as a leading supplier of bin lift equipment and specialist recycling vehicles throughout the UK supplying local authorities, private contractors and leasing organisations.

t: 01925 283 915 / f: 01925 283 910

e: sales@terberg.co.uk / w: www.terberg.co.uk



Toltec are a leading, award winning company; that design, implement and support information systems.

Building on the experience gained from over 15 years in commercial IT; Toltec grew quickly by focusing on the real business needs of their clients and compliment this service by providing high quality support for the everyday running of IT systems in business. This simple approach, ensures a very high client retention rate.

Today, Toltec are a thriving highly skilled IT network infrastructure business, dedicated to the use of leading edge technologies, helping all our clients manage and grow their businesses effectively.

Toltec have particular specialist skills in HP clustered solutions, virtual infrastructure, ERP

Infrastructure. System migrations, virtual private networks (VPN), disaster recovery and high availability network infrastructure.

Phone: 0845 257 4447 Fax: 0845 257 4446 Website: www.toltec.eu Email: info@toltec.eu



UNISON is the UK's largest union with 1.3 million members working in local government, the national health service, in schools, police support, higher and further education, the utilities and transport. It was formed on 1 July 1993 from a merger of COHSE (the Confederation of Health Service Employees), NALGO (National and Local Government Officers Association) and NUPE (National Union of Public Employees).

It negotiates the pay and conditions of staff in all those services and represents members in the workplace. It offers members free legal advice and welfare benefits. As a major affiliate to the TUC and Labour Party, it has considerable influence in shaping industrial and public policy.

A campaigning organisation, UNISON stands for quality public services, delivered by a well-trained, highly-motivated, decently-rewarded workforce. Its Positively Public campaign aims to put the case for excellent public services that are supported by the public and adequately funded. It works to underpin, bolster and argue for the public service ethos in the face of creeping privatisation and the market.

UNISON is led by General Secretary, Dave Prentis, a National Executive Council, elected from amongst the lay membership in the regions and service groups, and a lay President who is elected annually. It is a highly democratic organisation with equality built into its structures and rules.

UNISON was instrumental in getting the Labour Party, and subsequently the Labour Government, to introduce a statutory national minimum wage and has been campaigning ever since for a living wage.

T R I B A L In today's complex world, effective and efficient public services depend on the collaborative effort of people working across the public, private and voluntary sectors. Tribal's distinctive offering combines professional, commercial and public service expertise. We work in partnership with our clients to help shape policy and improve the quality and value for money of public services.

Tribal has supported local authorities for more than 20 years in delivering the very best for the communities they serve. We provide capacity and support in the areas of services for children and young people, housing, adult social care, waste management, highways and transportation, regeneration and economic development, culture and leisure and the full spectrum of corporate support, strategy and governance. Our experience in working across the raft of local authority services enables us to provide our clients with expert insight and help in delivering today's partnership agenda.

Drawing on our breadth of skills, we can help local authorities work with their partners – the police, business, health, local people and voluntary organisations – to respond to central priorities and targets and implement them successfully, effecting real change for local people. Our strength lies in being able to draw together flexible teams with extensive expertise in various areas of public service provision who can help local authorities address the issues they face and engage with their communities.

This breadth of offering, sector expertise and partnership approach makes Tribal the ideal partner for local authorities seeking to create great communities for people to live and work in.

For further information visit us on our stand or go to www.tribalgroup.co.uk or contact us at info.consulting@tribalgroup.co.uk



Local Government is one of the most challenging and demanding environments in which to operate: circumscribed by issues of powers, procedural propriety and driven by a mixture of changing policy, political, regulatory and financial considerations.

At Walker Morris we appreciate that our clients need a law firm which can combine expertise in

local government law, governance, probity and regulatory compliance together with commercial skills and experience to advise manage and deliver complex projects.

Our dedicated Commercial Group is one of the largest outside London comprising six Partners, a Director and supported by over 30 lawyers. The team has provided legal advice on transactions with a total value in excess of £3 billion in the last 18 months including some of the country's leading PFI projects in waste, education, leisure, housing, health and emergency services.

The team advises clients on all legal issues affecting the Local Government sector and is regularly recommended in leading independent guides to the legal profession.

Our team's substantial in-house Local Government experience stands them apart and

enables us to understand our clients needs more thoroughly. In fact, between six members of the team they have over 130 years' experience of in-house Local Government!

We regularly support APSE in its activities providing speakers for seminars and joint training events and we are pleased to be sponsoring them once again at their Annual Seminar and Exhibition in Nottingham.

Please contact Andrew Uprichard

email: andrew.uprichard@walkermorris.co.uk

or Julie Muscroft

email: julie.muscroft@walkermorris.co.uk

Phone: 0113 283 2500



For details on how to enter the **2009** service awards, contact our Scotland office;

Louise McMillan, Marketing and Exhibitions Manager

APSE (Scotland Office)

Floor 11, Council Offices,

Almada Street,

Hamilton ML3 0AL

Email: Lmcmillan@apse.org.uk

Tel: 01698 454 015

Fax: 01698 454 183



Annual dinner menu

Duo of melon
finished with chilled forest berries



Roasted sirloin of beef
accompanied by yorkshire pudding and caremalised onion jus

or

Wild mushroom risotto (v)
with roquet salad and parmesan wafer



Rich chocolate and praline truffle
served with creme anglaise



coffee and mints