

*A guide to the finalists of the APSE  
Annual Service Awards 2006*

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# Association for Public Service Excellence **Service Awards** 2006

7 September 2006, London

The 2006 Awards are supported by



## categories

- 1. Best Employee & Equality Initiative**  
*Sponsored by Unison*
- 2. Best Elected Member Development Initiative**  
*Sponsored by IDeA*
- 3. Best Housing & Regeneration Initiative**  
*Sponsored by Construction Youth Trust*
- 4. Best Efficiency Initiative**  
*Sponsored by HBS*
- 5. Best Healthy Living Initiative**  
*Sponsored by Scottish Executive*
- 6a. Best Public / Private Partnership Working Initiative**  
*Sponsored by Eversheds*
- 6b. Best Public / Public Partnership Working Initiative**  
*Sponsored by Eversheds*
- 6c. Best Public / Voluntary Partnership Working Initiative**  
*Sponsored by Eversheds*
- 7. Best Community & Neighbourhood Initiative**  
*Sponsored by IQSS*
- 8. Best Information & Communication Technology Initiative**  
*Sponsored by Consilium Technologies*
- 9. Best Environmental Initiative**  
*Sponsored by Fraikin Ltd*
- 10a. Best Service Team of the Year Construction and Building Services**  
*Sponsored by Hays Construction & Property*
- 10b. Best Service Team of the Year Catering Services**  
*Sponsored by FDH*
- 10c. Best Service Team of the Year Cleaning Services**  
*Sponsored by SEBO (UK) Ltd*
- 10d. Best Service Team of the Year Highways, Winter Maintenance & Street Lighting Services**  
*Sponsored by Integra Telematics Ltd*
- 10e. Best Service Team of the Year Transport & Fleet Services**  
*Sponsored by Heil Europe*
- 10f. Best Service Team of the Year Waste & Refuse Management Services**  
*Sponsored by Walker Morris*
- 10g. Best Service Team of the Year Street Cleansing Services**  
*Sponsored by Aptus Personnel Ltd*
- 10h. Best Service Team of the Year Parks, Grounds & Horticultural Services**  
*Sponsored by SGM Hire*
- 10i. Best Service Team of the Year Sports, Leisure & Cultural Services**  
*Sponsored by Notts Sport*
- 10j. Best Service Team of the Year Social Care Services**  
*Sponsored by Unison*
- 10k. Overall Service Team of the Year**  
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## **Best Employee & Equality Initiative**

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*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 the TUC and Labour Party's largest affiliate, it has considerable influence in shaping industrial and public policy.*

### **Finalists**

#### **City & County of Swansea** *"Construction Connection Programme"*

In March 2006 the Authority's Building Services Division launched its Construction Connection Programme which is a Saturday Morning Trade School which links directly into the department's apprenticeship programme. It allows the Authority to target a wider range of 16/17 year olds to allow the promotion of the construction industry prior to individual's leaving school. Its initial eight week programme gives an insight into all construction activities and results in the successful pupils achieving an OCN Certificate and internal assessment which places these youngsters in a far better position when looking for permanent employment within the industry. The Authority has also actively promoted the programme to girls and minority groups with the intention of improving the

representation of these groups within the department.

#### **Glasgow City Council** *"Overseas Tradesperson Assessment & Reskilling"*

This submission demonstrates how Glasgow City Council's Overseas Tradespersons Assessment and Re-skilling (OTAR) Initiative has enriched the lives of those who have participated and how it has prepared them for the world of work within the construction industry. The initiative addresses the Council's social inclusion agenda and tackles issues of equality and discrimination and in doing so removes the barriers to learning for refugees. The Council see it is a benchmark initiative that could carve out future programmes to tackle the ongoing skills shortage within the Industry.

#### **London Borough of Barking & Dagenham**

##### *"The Frizlands Learning Centre"*

The Frizlands Learning Centre is a multi-use classroom for blue collar workers employed by the London Borough of Barking and Dagenham. The centre provides basic literacy and numeracy skills, computer skills and other non-vocational training for staff, mainly street cleaning and refuse operatives. The scheme has now been extended due to popular demand to incorporate other manual workers at the Council and contracted staff. The centre was introduced to tackle the low rate of adult numeracy and literacy in the borough, while boosting staff morale and improving productivity in the workplace. Initially, when the project was first introduced, there was a strong reluctance from most operatives to re-enter the learning environment. However, as the first brave individuals went back to the classroom, word of mouth proved to be the most powerful tool in encouraging others to follow suit. The centre has since become an extremely popular learning facility for staff, so much so that an extension to the site has had to be developed.

#### **London Borough of Enfield** *"Training and Development"*

In recent years, the London Borough of Enfield has invested significant effort and funding into developing staff, improving skills and standards within the borough. The council highlighted the street scene as a priority and invested significantly in its staff and services. The results are now showing in high recycling rates, high quality services and low absence and sickness rates. The council introduced a Personal Development Scheme (PDS), which was to be made available to all staff to help improve services and standards in Enfield. Each employee now has an annual PDS interview in which they can discuss development needs and enhance their skills through a variety of training opportunities.

#### **West Lothian Council**

##### *"Operational Services Television"*

OSTV or Operational Services Television was borne out of a documented frustration at inefficient and ineffective communication from the operatives throughout Operational Services. The solution had to be one that would be attractive to the audience of operatives and easy for them to fully participate in. OSTV was born! A continuous presentation, accessible to all, which could be viewed whilst the operatives were having their break. A pilot version was set up in April 2005 when Fleet and Waste operatives viewed the first version. The feedback was instant and extremely positive from the workforce who felt that they finally had a communication medium which they could all participate at a time that suited them and their managers. The decision was taken that the person who updated the system would not be "management" to ensure that the workforce felt the system really belonged to them. Overall, West Lothian Council have overcome a problem at minimal cost.

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## Best Elected Member Development Initiative

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*The Improvement and Development Agency -IDeA - was set up by local government specifically to lead local government improvement and to support authorities in self-sustaining improvement. The agency has wide experience of working with elected members in local authorities of all type and size and continues to raise awareness of the importance of member development. We do this through a range of products and services including peer-based reviews (corporate and service), political and senior executive leadership development, direct support for performance improvement in individual authorities, knowledge management (to promote effective knowledge sharing across the sector) and the Beacon Council Scheme.*

### Finalists

#### **Bolton Council**

*"Working with Members to Make a Difference"*

Elected Members had a poor perception of Highways Services because of a lack of support and communication. Members also commented that they felt that Highway Services was faceless and gave little regard to what Members and customers wanted. A framework was required to remedy this. The headline objective of the initiative was to significantly develop the relationship and communication between Officers, Members and Area Coordinators, and in doing so, provide a better service for the benefit of local communities. This submission highlights the improvements made in the relationship between Officer and Member to the ultimate satisfaction of the community which have been achieved due to the success of this committed and dedicated team.

#### **Halton BC**

*"Making Every Member Matter"*

Halton's Member Development Programme includes: Members' Personal Development Meetings; Mentoring; Induction Programme and; Annual Member Training Awards. In July 2005, Halton was the first authority to be awarded ILM external endorsement for its Elected Member Development Programme. This latest initiative builds on earlier successes - Halton was the first authority to apply for the North West Charter for Elected Member Development in 2001. By ensuring that elected Members have access to individual training plans and are fully trained the knock-on affect to residents is that all Members are in a better position to serve their community effectively.

#### **Liverpool City Council**

*"Elected Member Development"*

There was a need to formalise the range of training activities available to Members and put in place a structured but flexible package which clearly relates to the roles of Councillors and recognises the time demands on Members in its delivery and evaluation. The programme needed to identify the skills and knowledge Members accumulate in carrying out their roles as well as awarding a Certificate in Higher Education, which can be presented to organisations and employers outside local government. The Liverpool Councillorship Programme is innovative in that it is the first programme which consolidates member development into a modular framework, which offers a pathway to a nationally recognised qualification from a University for Councillors and covers the full range of roles. The programme arose out of a continuous improvement initiative that challenged existing practices and used imagination to produce a totally flexible framework and a creative form of assessment. A clear strategy for the project was devised by involving all stakeholders and has real ownership by elected members

and training professionals. It has generated a focus on the areas that require to be covered in developing an elected member fir for the 21st Century.

#### **Nottinghamshire County Council**

*"Members Toolkit"*

Nottinghamshire County Council's Members Services introduced their innovative Councillors' Toolkit at the time of the May 2005 elections. It was aimed at helping new and 'first time' councillors 'hit the ground running' just hours after their election. It consists of 25 wallet-sized, pull-out information cards within a small, easily portable, open file. Councillors are able to slot the cards as required into a specially designed pocket in their Member's Diary. The goal was to provide members with essential information from the outset rather than having to wait for a series of time-consuming workshops and events in the following the elections. From the start, the aim was to use plain English rather than legal phraseology to provide step-by step guides and information on, for example, the County Council's code of conduct, together with contacts and information about policies, legal requirements and procedures. Overall, the aim was to offer councillors ready answers to common questions.

#### **Sandwell MBC**

*"Using Technology to support Members"*

This submission outlines the comprehensive and innovative package of support provided to Elected Members in Sandwell to deliver their various roles to members of the public. Each initiative has been introduced to either: Deliver increased engagement in Local Democracy; Deliver savings in terms of time or resources, or; Improve Elected Member skills and knowledge, thereby increasing Members confidence The submission outlines details of the work done across a range of areas including: The Committee Management Information System; Planning Public Access System; Councillors individual Websites; Mobile Telephones, and; E-Induction for Councillors.

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## Best Housing & Regeneration Initiative

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*The Construction Youth Trust is a UK wide charitable trust which aims to support young people to gain construction skills and employment. A key focus is on helping individuals and communities overcome barriers arising from lack of opportunity or personal circumstance. A significant element of the Construction Youth Trust's work is concentrated in relatively disadvantaged areas and with young people for whom financial support will make a real difference to their future. In addition, the Trust works to ensure its programmes address the need of the construction industry for well trained individuals at all levels, from craft to professional. The Construction Youth Trust works in partnership with CITB-ConstructionSkills on a number of programmes, in particular focusing on; the entry of women and ethnic minorities to the sector, adult entrants and upskillers, research into diversity and raising awareness of the sector for careers advisors. The Trust is delighted to be working with APSE on supporting local authorities on the drive for a diverse workforce. For further information about the Construction Youth Trust please contact: Christine Townley - Projects Manager Tel: 020 7227 4564 Fax: 020 7227 4561 E-mail: christine.townley@thecc.org.uk*

### **Finalists**

#### **Chorley BC**

##### ***"Buckshaw Village"***

'Buckshaw Village' is the regeneration project being undertaken on the site of the former Royal Ordnance Factory (ROF) at Chorley, Lancashire. The site was identified, both locally and regionally, as a strategic opportunity for regeneration, a

possible exemplar of high quality design and a means of attracting significant investment into the area. A Development Team approach was adopted, whereby close professional relationships between partners (public and private) would assist the efficiency of the development process. The scheme is now underway delivering: Approx. 2000 houses (including affordable units), 2 employment areas (up to 5,900 jobs), Primary school, railway station, health & community centre, playing fields and green corridors. Through close co-operation between designers from all parties the vision of an 'urban village' with mixed land uses is being successfully implemented. The developing sense of place was recognised during 2006 when the village was voted 'Best New Build Village' by Your New Home magazine.

#### **London Borough of Lambeth**

##### ***"Boatemah Walk"***

Boatemah Walk, an exemplary sustainable housing development is at the heart of Lambeth Council's flagship regeneration scheme, Angell Town. Its aim was to build and develop a strong, resilient, safe community that people could take pride in, based around new sustainable homes, open spaces and high quality refurbished homes, making the area a safer, more pleasant place to live. The dedication of Lambeth's housing team driving forward a multi-million pound regeneration scheme has transformed one of the country's most deprived estates. Local residents and community groups have been engaged in the process from the outset and continue to play a major role in driving forward positive change on the estate. From an environmental sustainability perspective, the scheme utilised best practice in a great number of areas, demonstrating that it is possible to mainstream sustainable development. For example, recycled cellulose insulation was used throughout. Boatemah Walk was also the first whole building to

achieve the FSC's (Forest Stewardship Council) chain of custody standard - a huge step towards sustainable timber use in the construction industry.

#### **London Borough of Wandsworth**

##### ***"St James's Grove Estate Regeneration"***

St James's Grove Estate was completed in 1972 and provided 146 units of council rented accommodation. However, as the years passed the view of the estate deteriorated. Its original features, decked access, undercroft parking and linked walkways began to encourage criminal and antisocial behaviour. Council members and residents recognised estate regeneration was required incorporating a radical redesign of its entrances and communal areas. The main objectives were to: - Tackle the lack of security, pedestrian access and entrances; Improve the perception of the estate as beset with crime and anti-social behaviour and; Deal with technical issues including asbestos removal, window replacement and thermal insulation. The outcome of the regeneration initiative has been: - Building fifteen new homes for local people in housing need and 40 new homes for open market sale and providing residents in the 20-storey block also have brand new lifts and a new entrance incorporating disabled ramped access. Lower rise blocks have also been transformed with new windows, thermal render and roofs. Other improvements include new CCTV cameras, new digital TV aerial system, secure parking areas and better landscaping.

#### **South Lanarkshire Council**

##### ***"Neighbourhood Management"***

The Whitehill area in Hamilton has been transformed in recent years by a significant housing led regeneration involving the local community, South Lanarkshire Council and its community planning partners. The Council worked with the community and partners including the private sector to establish a clear plan for

improving the area, and a new approach called 'Neighbourhood Management' was introduced. A Neighbourhood Manager was appointed to help integrate and link together investment activity with the services of all community planning partners. Since the start of the physical works in the area in 2001, around £40m of new investment has been levered into the area from a variety of agencies and the private sector. Selective demolition and Improvements to the Council's housing; new housing for sale and rent; new community facilities and new services for older people together with a new supermarket and community school (currently under construction) have all been progressed.

### **Sunderland City Council**

#### *"Private Sector Homeless Support Project"*

Preventing and dealing with anti-social behaviour can have a massive impact on the quality of life in our neighbourhoods. This kind of behaviour along with poor personal financial management and tenants not looking after their property can lead to vulnerable families being evicted. Families may then be assessed as "intentionally" homeless which leaves them with no priority for social housing and at the mercy of unscrupulous landlords. In order to address the above, Sunderland City Council implemented its Private Sector Homelessness Support Project in April 2005. The project revolves around the principle of obtaining appropriate accommodation and providing a co-ordinated support programme to those vulnerable families who have taken ownership of their behaviour problems and are willing to engage in the process of addressing them. The project for many of the applicants represents the last chance they will have to be a tenant of a good quality property managed by an Accredited Landlord. The project is on track to exceed its original target of supporting 15 "households in crisis", with 14 already engaged in the project and a further 5 currently being assessed for their readiness to participate.

## **Best Efficiency Initiative**

### *Sponsored by*



*With over 3,000 staff, HBS is one of the largest, proven and experienced providers of Business Transformation and Business Process Outsourcing services to local government in the UK. HBS is a provider of business process improvement solutions to public sector markets, specialising in finance, citizen access, HR, revenues and benefits, administration and transactional ICT services. We are a market leader in strategic, service delivery partnerships - we have successful, mature partnerships with a significant number of county councils, unitary authorities and metropolitan boroughs. HBS has a unique record and experience of service to long term, large transformational partnerships with local authorities.*

### **Finalists**

#### **Chesterfield BC**

##### *"C.H.R.I.S. (Chesterfield Housing Repairs Information System)"*

In 2003, the Council's major repairs and maintenance contract was re-tendered, demanding a radical change in working practices to existing client and contractor arrangements. To win this tender, Operational Services Division (OSD) devised an ambitious strategy that would offer both lower costs and improved service performance. The management team created a vision that would require: Replacing the old back-office systems with a comprehensive and integrated software package; Removing the paperwork and training craft skilled operatives and supervisors to use new technology; Providing state-of-the-art mobile hand-held PC's to the field operatives and relying on real-time communication links to manage the work; Integrating all the systems together and with the

Council's corporate systems to increase accuracy, speed and efficiency. The project proved to be a very steep learning curve for the managers, staff and operatives. OSD had to cope with both the new technology and the cultural changes required to use it successfully. Savings have derived from significant changes to job roles and a reduction in the number of employees required.

#### **Chorley BC**

##### *"Make Sure You're in theloop"*

Our new intranet facility theloop was launched in August 2005 to create an internal platform for council-wide efficiency and business process transformation. It provides online access to information, services and applications to all staff, while providing a constant communications channel for workforce engagement and consultation. Driven from the bottom-up, the project consulted and involved staff at every level in every stage of development and implementation with the express aim of encouraging ownership and usage. The result has been an increase in 'hits' from 5,000 per month on the old intranet to an average of 70,000 and rising month on month on theloop. The response among staff has been overwhelmingly positive. Since its launch theloop has not only delivered significant savings for the authority in first year cashable and non-cashable Gershon efficiencies in the region of £70,000, but has also facilitated significant improvements in staff morale, team working and an increased sense of belonging to an organisation which works across more than seven main sites.

#### **Liverpool City Council**

##### *"Liverpool City Council Cash Card"*

Liverpool City Council has applied innovation and lateral thinking by challenging an existing process that was inefficient, costly and provided a poor service to the customer. The development of a local authority cash card to make

cash payments through ATM's has never been realised; most card development has been around SMART cards that fell short of this function. Consideration was given to several possible options to improve the service but all involved cash having to be held at one location or another. However, after using a bank ATM to withdraw personal cash it quickly developed an idea that why can't Liverpool City Council pay cash out through ATM's spread across the city? Subsequent to discussions between Liverpool City Council and LINK, the innovative use of electronic payments to customers using ATM Cash Cards was confirmed as technically feasible. The cash card will speed up the administering of funds, give people the freedom to get their cash at a time and location that suits them, and save the council time and money.

**Swindon Borough Council**  
*"Best Efficiency Initiative"*

The overall aim of this efficiency programme was to bring operational benefits to the borough, delivering council objectives and generating public value from its assets. Swindon Commercial Services objectives change were to: Refocus service delivery around a basket of 'core' retained public realm services; Build capacity through partnerships and strategic alliances; Instigate a workforce modernisation agenda; Make a growing financial dividend return to the Council and; Create new Governance Arrangements. During the 9 months, progress and efficiency improvements achieved were remarkable - A new 5 year IT contract supporting a workforce modernisation programme. A strategic FM partnership secured the provision of the building cleaning service whilst maintaining jobs / market share and financial return of £50k+. An asset management review of the operational depot enabled spare office capacity to be sold to local businesses recovering 40% of total rental. SCS achieved a dividend return to the Council in excess of £500k, increasing to over £1million in 2006/07 budget. This will be directly invested back into council services to improve service delivery.

**Best Healthy Living Initiative**

*Sponsored by*



healthy living

Scottish Executive and the Health Education Board for Scotland

**Finalists**

**East Renfrewshire Council**  
*"Health Connect"*

Health Connect is an innovative five-year programme comprising of several health-promoting projects, which aim to reduce health inequalities in areas of deprivation within East Renfrewshire. The project is designed to reach those most excluded within the community and to break down barriers to better health. In order to address the health needs of local people, Levern Valley Partnership, with East Renfrewshire Council as lead partner, successfully applied for funding to establish Health Connect - a five-year programme for people of all ages. Health Connect Healthy Living Centre was established at the end of 2002 to provide quality health and lifestyle services to individuals and groups, by delivering projects from community based venues. Eleven projects and a series of well-attended one off events are delivered through Health Connect reflecting a range of national and local health priorities. These projects and activities are planned, delivered and evaluated in partnership with a range of public and voluntary agencies along with local people and community groups.

**Glasgow City Council**  
*"Freeplay"*

One of Glasgow City Council's five Key Objectives is to, "Promote social inclusion and tackle poverty and improve health and well being". In 2003, the outdoor recreation service was seen as a declining service with falling demand and historical issues with lack of facility

maintenance and vandalism. With increasing pressure to provide efficient and effective services, it was felt that radical action needed to be taken to prove the worth of retaining the outdoor recreation service, in order that the service could fully contribute to the key objectives of the Council. The proposal to remove the payment barrier to access outdoor recreational facilities was approved in April 2004. This led to an increase in usage in 2004 of 293% compared to 2003. There was further increase in usage of 30% for 2005 compared to 2004. The 'Freeplay' initiative covers bowling, tennis, pitch and putt, putting, outdoor basketball and croquet, and all facilities are staffed and maintained as they previously were. This ensures that issues related to vandalism and anti social behaviour are minimised.

**Manchester City Council**  
*"Mo' Flava - The healthy eating initiative for high schools"*

Manchester City Council successfully secured funding for one year to work with four high schools to improve knowledge and eating habits of pupils, thereby helping to tackle health inequalities and improving the health of Manchester residents. The project has involved working with pupils, catering staff and teaching staff to carry out classroom activities, dining room promotions and competitions. As healthy eating is not viewed as 'cool' by high school pupils, the brand Mo' Flava was developed to use with all foods and promotions linked with the project, therefore a more subtle method of influencing food choices. To assess the impact of the project, the Council benchmarked pupils through questionnaires and food diaries. Analysis demonstrated significant improvements in knowledge, with a significant increase in the number of pupils knowing that they should eat at least five portions of fruit and vegetables each day, which also correlated to an increase in the consumption of fruit and

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vegetables. Water consumption increased in all four schools, and the sale of healthy food items at school lunch was also observed. The project also challenged schools to review their own food policies and procedures; since the start of the project, the four schools have either removed vending machines completely, or replaced them with healthy vending alternatives.

**Nottingham City Council**  
*"Best-Top Healthy Links"*

The Best-Top Healthy Links Project, Healthy Living Centre is in its fourth year of five and is an excellent example of effective partnership development and local community working. The success of the project is determined by its emphasis on effective partnership working, both between the project deliverers and also other departments, agencies and services working in the area. The project is managed by the Department of Leisure and Community Services and has created a local network of services which 'cross refer' and work closely with the Primary Care Trust to ensure local people are directly encouraged to attend sessions/activities/counselling. A major element of the work is its direct work within the local leisure centre where the project has worked to develop its activity programmes. In its first two years the project reached 10% of its population via session work, courses, demonstrations, one-to-one counselling, training and practical demonstrations. The leisure centre has increased its visit numbers by 13% in the last year

**West Lothian Council**

*"Everything You Need For A Good Night Out" - Pink Handbag"*

West Lothian Drug Action Team (DAT) is a local multi-agency strategic partnership tasked to identify and co-ordinate local action and priorities on substance misuse. Both local and national statistics highlight that the excessive consumption of alcohol

or "binge drinking" has increased rapidly over the past decade, particularly amongst young women. As a result of these alarming statistics members of West Lothian DAT decided to apply for funding from the Scottish Executive Alcohol Communications budget to produce a campaign to target young women, highlighting the associated dangers of excessive drinking and personal safety. West Lothian DAT were allocated £10,000 to develop the campaign. The group agreed that the campaign should take the shape of a leaflet that would appeal to young women, containing useful, but non-judgemental information. After being market tested with young women in West Lothian the final resource, in the shape of a pink handbag, was launched in partnership with a local nightclub, Club Earth in 2005. Over 20,000 pink handbag leaflets have been distributed throughout West Lothian in schools, nightclubs, pubs, health centres and via local substance misuse support services and west Lothian DAT have been now awarded additional funding from the Executive to produce a male equivalent due to the positive impacts seen as a result of its implementation.

**Best Partnership Working Initiatives**

*Sponsored by*



**EVERSHEDS**

*How has Eversheds LLP become one of the UK's leading advisers on public sector law? It's simple; they are thoroughly immersed in what their clients do. They have a genuine understanding of the issues they face; the pressures they're under and the environment in which they operate. Many of their lawyers come from a local government background and understand that good legal advice requires more than a knowledge of the law. They are also known for their purposive approach to the interpretation of powers and the provision of sound advice on the practical application of new legislation. That's why you can thoroughly trust them when it comes to local government issues. The areas in which they 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, economic development and regeneration schemes embracing associated property, development and funding issues, the formation and use of companies and many more. They are also able to offer consultancy support, eg in reviewing the structure and effectiveness of the in-house service teams.*

**Best Public/Private Partnerships Finalists**

**City of Edinburgh Council**

*"The EBS Way"*

Edinburgh Building Services has benefited from a partnership of equal partners. Pinnacle psg Maintenance has become a trusted and valued partner by delivering a better performing, more customer focused service that ensures staff have a voice in the organisation. The Council and Pinnacle have



been focused on one overriding objective - to improve the quality, effectiveness and efficiency of the housing repairs service. The partnership has moved from identifying priority areas for short-term reactive improvement, to building capacity to deliver longer term, more sustainable improvements that will see the partnership deliver consistently high performance. The success of the partnership has been externally validated with Tribal HCH reporting that the DLO had made substantial improvements over the last two years. The validation of the progress made by the partnership has led directly to a new and even more exciting phase of development for EBS - Tenants First Targets. With the development of TFTs the partnership is now firmly established as a model for public/private partnerships.

**East Riding of Yorkshire Council**  
*"East Riding Public Private Partnership"*

The Council entered into a groundbreaking Public Private Partnership (PPP) with arvato government services (ERYC) Ltd (arvato) on 1 October 2005. Unlike traditional PPPs aimed at turning around poor performance, East Riding a high performing Authority sought a Partner with the shared vision and commitment to deliver service excellence and value for money that would benefit its community. The Council established a Business Case with clear aims and objectives to explore the potential market for achieving its aspirations. The Partnership has achieved and exceeded the objectives of the Business Case delivering:- A partner with a shared vision, and that will add value; Increased performance and efficiencies against reduced costs; Regeneration objectives with a commitment to deliver 600 new jobs, targeted at alleviating unemployment or deprivation and the 50+ group; A Regional Business Centre within the East Riding; A Joint Venture Company to develop and market services in the UK with

the East Riding as a centre of excellence and creation of a further 300 jobs; Seamless transfer of services, and; A great deal for staff and the community.

**Glasgow City Council**  
*"Streamline"*

Streamline is a higher quality, more reliable, efficient and accessible bus service that resulted from a groundbreaking "quality partnership" agreement between Glasgow City Council and First, the main bus operator in Glasgow, to develop, implement and maintain a network of Quality Bus Corridors. The £31 million project is funded by investment from the Scottish Executive's Public Transport Fund, Glasgow City Council and First. Excellent teamwork has transformed the way public transport services are delivered. The first Streamline service was launched on the 31 km Faifley to Baillieston Route in close liaison with West Dunbartonshire Council and has already achieved a 22 minute reduction on a 120 minute round circuit time. A further 7 Streamline corridors are being implemented this year. Quality bus shelters with real time passenger information displays have been provided at bus stops. On-board CCTV security cameras have also improved passenger safety and raised kerbs at bus stops aid access for all passengers including wheelchair users and those with prams.

**Rotherham BC**  
*"Best Public / Private Partnership Working"*

This submission covers a seven year Public / Private Partnership established between the Council's Streetpride Service and Ringway Highway Services Northern Ltd in July 2004. The Partnership covers the following areas- Highway and bridge construction; Highway maintenance; General civil engineering work and; Grounds maintenance - including parks, highway verges and other public land. The Partnership has a clear set of objectives designed to

deliver continuous improvement in performance throughout the life of the Partnership. After just 18 months the partnership is now achieving these objectives and has achieved external recognition of its efforts through awards from the Local Government Chronicle, Municipal Journal, Royal Horticultural Society, and Considerate Constructors Scheme. Joint arrangements have been established in most areas including works planning, use of staff resources, health and safety, quality management, staff training and performance management.

**Thurrock Council**  
*"Thurrock Council/Vertex"*

After receiving only a 'weak' CPA rating in 2003, Thurrock Council realised it was time to put its residents first. The council believed that in its drive towards putting residents at the heart of everything they do, the development of a Strategic Services Partnership was essential. The new partnership was born on 1 April 2005 with the council's preferred partner, Vertex. Although the partnership will span 15 years, this submission highlights the incredible improvements achieved in just 18 months:- Created a customer services team to focus on the needs of the residents; Introduced innovative methods of tracking residents' experiences when contacting the Council; Created a leading-edge contact centre that generates real-time information; Reduced the average turnaround time of new benefit claims by 51 days; 80% of benefit claims now processed within 14 days (an increase of 30%); Over £1 million savings identified by the partnership procurement team, and; Positive feedback from residents and staff.

**Walsall MBC**  
*"Public Lighting PFI Project"*

Walsall Council's street lighting PFI partnership with Amey Highways Lighting (Walsall) Ltd has proved a real success. Residents across the borough now benefit from a greatly improved night-time environment.

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Reductions in crime and road traffic accidents have been reported across the region. The use of modern technology to improve energy efficiency combined with innovative procurement has led to Walsall Council using 100 % green energy. The 26 year project began in April 2002. It is responsible for approximately 25,000 streetlights and over 4000 illuminated signs and bollards. The first phase of the project brought all streetlights in the borough to international standards, a process that was completed 31 months earlier than contractually required having replaced over 18,000 streetlights. The partnership has also pioneered numerous innovations in the market place, of which one was to pilot a potentially life saving alert system on lampposts. In a UK first, the two-line LED system enables police to post missing person alerts and vital information to the public.

### **Best Public/Public Partnerships Finalists**

#### **East Northamptonshire Council** *"Northamptonshire Licensing Partnership"*

This has been a ground breaking project that has challenged services, people and the usual ways in which Councils operate. This project has seen an idea, develop into an innovative way of working that has resulted in excellent customer service and resource savings for the local authorities involved. Through a ground-breaking consortium approach, Northamptonshire councils met challenging deadlines and reaped impressive cost benefits. Councils in Northamptonshire decided to work together to achieve economies of scale, resilience and sharing of expertise. In January 2005, the Licensing Central Administration Unit (CAU) was set up. It is hosted by East Northamptonshire Council and services all the districts and boroughs of the county apart from Northampton, which as a larger authority wished to develop its own

arrangements. The Consortium has provided the councils in Northamptonshire with a real-time study of partnership working. For the future, other work streams are being identified where systems and people can be shared to process applications into the partner councils.

#### **Glasgow City Council** *"Glasgow's Vocational Programme - City Vision Initiative"*

The City Vision Initiative was established in 2004 and involves Glasgow City Council working in partnership with the 7 Local Authorities who make up the Clyde Valley Region. Glasgow City Council's Vocational Programme has been developing and delivering quality accredited vocational programmes to school aged pupils since 2003 and this partnership working has allowed the flow of best practice to each of the participating Local Authorities. In order to meet the Scottish Executives key National Priorities in Education and encourage social/economic cohesion, school aged pupils across the 8 participating Local Authorities are afforded the opportunity to undertake work-based vocational learning. Mainstream S3 and S4 pupils are provided with an additional choice when selecting their Standard Grade subjects. This flexible curriculum allows 2 years of vocational education and training and enhanced employment opportunities or access to further education within the occupational sector that they have studied. As well as 14-16 mainstream school pupils, vocational training has been delivered to pupils within Moderate Learning Difficulty Schools, Christmas Leaver pupils, pupils referred from the Restorative Justice Programme and pupils within an Enhanced Vocational Inclusion Programme.

#### **Lancashire County Council** *"Lancashire County Engineering Services"*

An extremely successful partnership and working

arrangement has been forged between Lancashire County Council Engineering Services (LCES) and Lancashire Fire and Rescue Service (LFRS) which has led to significant savings in cost to the Brigade through improving efficiencies and reducing vehicle fleet size and downtime whilst at the same time produced vital revenue to Lancashire County Council. In its partnership with LFRS, LCES provides a full repair and maintenance facility for a large and extremely diverse emergency service fleet which includes small vans, portable pumps, pump ladder appliances and aerial ladder platforms. The cornerstone of the partnership consists of a comprehensive service level agreement which has been continually developed and agreed by both parties which encompasses the requirements of LFRS and the experience and expertise of LCES to achieve optimum vehicle availability at lowest possible cost. Both organisations work in harmony to ensure that the exacting standards of the Chief Fire Officers Association (CFOA) Recommended Best Practice for the Maintenance of Fire Service Vehicles are achieved.

#### **Renfrewshire Council** *"New Directions"*

This submission highlights the work of New Directions, an alternative to mainstream school resource for 14-16 year olds established in August 2001 by Renfrewshire Council's Education and Leisure Services in partnership with Reid Kerr College, Paisley. New Directions represents an attempt by this authority to provide young people who are seen to be vulnerable or disengaging from mainstream school provision with a credible and supportive alternative option. New Directions plays a significant role in Renfrewshire Council's strategy towards inclusion for young people. The partnership and joint working arrangements established with Reid Kerr College have been instrumental in the undoubted

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success New Directions has had in meeting its aims and objectives. The college setting where students attend the New Directions programme, offers a completely different learning environment to school, this in turn allows the staff team to create the unique atmosphere of achievement and support, which prevails.

### **Sheffield City Council**

#### *"Sheffield Care4you Apprentice and Care Ambassador"*

Sheffield Care4you Service has a reputation to strive to achieve excellence as an employer and in the constant quest for improvement in the services it provides. With this in mind, managers identified a shortfall in workforce development in that the council was failing to attract applications for employment from younger people. The Care Ambassadors scheme was initiated working in partnership with the Local Education Authority. GCSE Health & Social Care was introduced as part of the optional curriculum in several Sheffield schools and Care4you saw this as an ideal opportunity to raise the profile of the service as most young people only thought of Nursing and Social Work as a viable career opportunity. A team of Support Workers were identified and trained to communicate and demonstrate their career role to students in the classroom setting. The apprentice scheme has developed alongside this and is focused on 16 - 19 year olds and works in partnership with the Sheffield College. This was introduced in 2004 and offers training opportunities to young people. The scheme has proved a success with the majority of the apprentices being recruited to vacancies within the Care4you Service.

### **Best Public/Voluntary Partnerships Finalists**

#### **Blackburn with Darwen BC**

##### *"Care Network"*

Growing sums of public money are

spent on intensive, high dependency services but increasingly reports conclude that it is simpler support - such as befriending and help with DIY, gardening or home maintenance - that older people value most. Care Network was launched in March 2003. It provides a telephone helpdesk, acting as a single point of contact, offering details of a range of services that provide support. The helpdesk advice and assessment is free and there are home visits for people who need extra help to arrange any services. Blackburn with Darwen Borough Council Social Services contracted Age Concern - Blackburn with Darwen to manage the helpdesk service. Care Network was branded as an independent service so that people were not put off by an association with Social Services. Current Care Network partners and the services they provide are: Age Concern - Front Desk Service; Churches Action - Small home maintenance jobs, gas, electrical, plumbing and joinery repairs; Direct Services - Home Maintenance; Bootstrap Enterprises - Cleaning, Gardening, Shopping, Decorating, Pension Collection; WRVS - Shopping Services, Luncheon Clubs.

#### **City of Wakefield MDC**

##### *"Wakefield MDC Waste Services"*

Cash from Trash Ltd is a not for profit organisation, which carries out all the plastic bottle, steel can and aluminium can and foil collections within the City of Wakefield Metropolitan District Council area and sorts them ready for the recycling market. They together with the West Yorkshire Probation Service work in partnership and have done so very successfully, many have benefited from this partnership over the years. Waste Services has benefited by being able to provide a large number of recycling facilities to citizens of Wakefield for almost 15 years. Householders have benefited from being able to recycle plastic bottles for almost 15 years where some Councils still do

not provide this provision now. Local business have benefited from receiving a steady stream of material for reprocessing. Local communities have also benefited from this partnership in 2 ways, local school children have benefited from learning about recycling and conserving natural resources. Secondly, local charities and hospitals have benefited from the proceeds from the sale of the materials that have been recycled, and a number of nebulisers and other items have been secured directly from the proceeds of this partnership.

#### **Glasgow City Council**

##### *"Land Services Lay Assessors Scheme"*

Land Services seeks to continually improve its service by recruiting and involving members of the public as voluntary Lay Assessors in reporting on the condition of local roads. These members of the public are trained to monitor and file reports on works on Glasgow's roads network by all organisations with particular emphasis on utilities and their contractors. They can also communicate their concerns on any roads matter directly to a dedicated team of staff in the Roadworks Control Unit or via the Council's Access Centre on a 24/7 basis. With the ever increasing demand for accountability and the need to demonstrate a commitment to public participation and communication at a local level this submission aims to reflect the efforts being made in achieving a quality service. Land services management and staff recognise that the success of this initiative depends on the goodwill of the Lay Assessors and their effective training in order that they are provided with a quick response and feedback on their concerns within appropriate timescales.

#### **St Helens BC**

##### *"Peter Street Centre"*

Only two years ago the Peter Street Community Centre was badly in need of investment and modernization. Following a Best

Value Review in 2002 it was decided that it should be transferred over to the community/voluntary sector, following three Key Principles of 'People First', 'Community Ownership' and 'Local Leadership'. This year, the Peter Street Centre re-opened following a £1.7million overhaul and is a thriving hub for the local community, offering a number of services including: 'Library Express'; Community Access point; Community I.T. suite and a Social room / Function hall. In addition the Centre will act as a base and one stop shop for a wide variety of Partners delivering a genuine and innovative array of neighbourhood services. These include: Neighbourhood Environmental Wardens; Police Community Support Officers; Home-Start St Helens - family support; Youth Service outreach team and St Helens Chamber's Jobs, Employment and Training Service (JETS).

## **Best Community & Neighbourhood Initiative**

*Sponsored by*



*IQ Software Systems have worked with APSE and its members to develop the hugely successful Performance Networks model. In recent years IQSS has also developed its expertise in public sector market research and community consultation packages including sale & installation of self manage software such as Snap Survey™ and Abbyy™ right through to fully managed multi service and Council wide Consultation & Customer Perception projects. IQSS 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 IQSS 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 Software Systems please telephone 01600 719229 or e-mail enquiries@iqss.co.uk*

### **Finalists**

#### **Crawley BC**

*"Let's FACE it!"*

Let's FACE it! a campaign which aims to build Sustainable Cleaner, Greener and Safer neighbourhoods. This is achieved by involving the community in neighbourhood environmental projects. Projects are initiated and led by the community, supported by Councillors and the Council's Amenity Services who provide resources, advice and grant funding. Through the campaign,

hundreds of Crawley people are actively volunteering to make their area look and feel cleaner, greener and safer, whilst promoting community cohesion. Community projects, both large and small, tackle important issues such as litter, graffiti, fly-tipping, conservation and community safety. A high profile parade launched the campaign in the spring 2005, with more than six hundred children taking part from twenty one schools. Other powerful promotion tools include 'Let's FACE it!' branding on vehicle livery, recycling bins and lamppost banners.

#### **Dungannon & South Tyrone BC**

*"Environmental Enhancement Programme"*

It is widely acknowledged that Northern Ireland has two main traditions, made up of the Unionist and Nationalist communities and in some cases because of the infrastructure in NI, these communities have become polarised. However, the environmental enhancement programme has been a unique but yet effective way of bringing the two communities together, transcending any political or religious barrier in the region. Communities have been galvanised to work together and provided with a sense of ownership and civic pride. The Borough Council has pledged its commitment in delivering first class services, promoting economic development, seeking inward investment, job creation, community support and environmentally enhancing the area. Consequently the area has witnessed a significant growth in tourism, investment and a rapid housing development programme. Dungannon is now a desirable place in which to work, live and socialise. Environmental improvements have been a simple but effective means of raising the standards within the community.

#### **Milton Keynes Council**

*"STREETCARE into Schools"*

Milton Keynes Council is working

with local Middle and Combined Schools on an initiative that empowers young people, helping them to understand that they are valued citizens and that they really do have an important part to play in their local community. The STREETCARE Champions in Schools manage their local neighbourhood and report problems to the Council, using a specially designed Interactive Website. STREETCARE into Schools is a well-planned, sustainable initiative that delivers real empowerment to young people. It has been designed with the help of teachers to ensure it addresses the needs of the Schools and accommodates subjects taught in the national curriculum. STREETCARE into Schools has been developed and is resourced without the need for any additional funding. The initiative is viewed as an investment in the future of Milton Keynes and its adult citizens of tomorrow.

**Stockton on Tees BC**  
*"Think B4U Drink"*

'Safer Stockton', a unique and collaborative partnership, has been formed in Stockton on Tees to help raise awareness of alcohol related harm in the region. Working together the partnership has already achieved a number of successes in reducing alcohol related harm. To draw all of this pro-active work together, an award winning awareness campaign entitled 'Think B4U Drink' was developed to target the public with an alcohol related harm message. There has been financial support from a number of sources including Cameron's Breweries - demonstrating full backing from various agencies and the trade themselves.

**Best Information & Communication Technology Initiative**

*Sponsored by*



*With Consilium's TotalRepairs you can achieve greater business efficiency, improve your cost control and increase productivity in all repair and maintenance work. You can deploy resources better, speed up decision-making and control projects more effectively. Tailored for the following areas of Housing: Financial Management; Building Maintenance, and; Customer Services Important NEW functions include: TotalMobile - Productivity and service are transformed. Customers using TotalMobile have the potential to add as much as £5m to their annual revenue; Web Based working via Portal technology; Performance Management Indicators; eProcurement; Graphical Job Entry for call centre staff, and; Automatic Appointment and Scheduling*

**Finalists**

**Caerphilly County BC**  
*"Mobile Data System"*

The Council has recently launched a mobile data system to help maintain its highways network. The Council's supplier, APD Communications have installed laptop style mobile computers in highway maintenance vehicles which are linked, via satellite tracking and a mobile phone network, to the Council's offices where information on reported road defects is held. The system, which is the first of its kind to be implemented in Wales, brings both the council and residents a myriad of benefits including cost savings of nearly £500 a day that enable better maintained roads and shorter repair times. Efficiency and productivity has been improved by 25%, while the new system has also ensured the Council does not fall foul of the new Traffic Management Act (TMA). Overall,

the system is expected to deliver time savings of more than 8,000 hours or £120,000 per year for the council. The high level of savings means that the project will pay for itself within 12 months.

**Cardiff Council**

*"Waste Services Bar coding and Education System"*

Cardiff Council are expanding a recycling service from 18,000 to 125,000 properties by 2007. Trials have raised concerns over communications between in house teams and the public, especially with regards to side waste, overloading, contamination and damage of bins. A bar coding system was designed and introduced. Each bin has an individual and unique bar code, each operative is trained to use a password activated handheld scanner. The operatives can record several options for damage, overloading, contamination and side waste. The system is used in conjunction with a sticker system that the operatives place on a bin they have scanned. This is backed up by an automatically generated report that can be acted on for bin repair or for monitoring. The system also generates letters that are sent to the public to reaffirm the message. After three offences a report is sent enforcement officers for issuing of fixed penalty notices. The bar coding system has enabled Waste Management to deliver a powerful communication tool to the public on a household specific level, focus resources; empowering the operatives to report issues and improving the health and safety of the wheeled bin collection service.

**City of Wakefield MDC**

*"City of Wakefield MDC Transport Services"*

Last year Wakefield Metropolitan District Council successfully implemented a new Fleet Management System with outstanding, and in some cases, surprising results! It had been identified as early as 2001 that a number of disparate 'function' based systems were restricting the

effectiveness of the whole transport operation. The approach to selection for a new 'asset centric' system included input from all sections of the business. Selection of the new system was the first step to reviewing the complete solution based on the principle that technology should be deployed not for technology's sake but to improve business process and procedure. This submission describes this technology initiative from concept through to deployment with particular focus on objectives and achievements. Already tangible benefits are evident as a result of this project but equally importantly, the council have built the foundation for future technology driven performance benefits.

**East Ayrshire Council**  
*"Empowering People and  
Improving Performance through  
Onsite's Contact Information  
Management System"*

Onsite Services in East Ayrshire is a re-invented organisation with vision and determination to become Best in Class. Through the development of a sophisticated Management Information System, Onsite has implemented a successful strategy that employs Information & Communication Technology to provide integrated performance management information available to all key staff via their desk-top. Having carried out extensive Market Review it was apparent that no affordable software tool was available that would provide the range and quality of management information for Onsite's widely dispersed, labour intensive portfolio of services. The decision was taken to work with a small specialist software house to develop a bespoke system. From this challenging beginning Onsite has developed an innovative, high quality Contract Information Management System (CIMS) that performs better than any commercially available equivalent. Onsite's first class CIMS has

improved efficiency in all areas of service, sustaining a lean management structure with low overheads. A fully integrated relational database provides for simple direct data entry automatically tailored to each site and routine analysis by front line supervisors or managers using real-time up to date daily, weekly or monthly staffing, sales and purchasing information.

**London Borough of Lewisham**  
*"Love Lewisham"*

'Love Lewisham' is an application that allows Council staff and local politicians to take photos of environmental problems and post these as live images into a database, enabling Lewisham Environment staff to take action immediately. It was created by Lewisham's Head of Environment to focus staff time on more efficient service delivery. A professional application, offering the same facility for members of the public, has been produced by our partner, bbts Mobility. In the last 18 months, since the programme was developed, over 40 staff, including refuse drivers, graffiti removal operatives, street wardens, local councillors, and members of the public have submitted 20,000 images. The Council's creative use of technology has notably improved performance in street cleanliness. The 'Love Lewisham' applications have helped to considerably reduce the time taken to remove fly-tips and graffiti. In 2003, 3441 graffiti jobs were removed. These jobs took an average time of 27 days to complete. In 2005, the number of graffiti jobs removed rose to 7776, but the average time taken to complete the work dropped drastically to just 1.7 days.

**Solihull Council**  
*"SolihullActive"*

Solihull Council has developed an online database of local leisure activities as part of the SolihullActive campaign to combat couch potato culture. [www.solihull.gov.uk/activities](http://www.solihull.gov.uk/activities)

features information on activities and events taking place in schools, community centres, sports grounds and health clubs. Residents can also pinpoint their nearest physical activity provider by punching in their postcode. Solihull Council's pioneering approach to promoting physical activity and overcoming barriers to participation has already been acknowledged as a model of best practice. The database application is now being examined by agencies such as Sport England as a possible solution to compiling and disseminating local leisure information. The project is also helping the council to meet the Implementing Electronic Government (IEG) aims in terms of delivering integrated Community Information.

## Best Environmental Initiative

Sponsored by



*Fraikin is a leading provider of commercial vehicle fleet services in the UK, with nearly 16,000 vehicles under its management and a depot and office infrastructure spanning the whole of the country. Fraikin's strengths lie in delivering transport solutions, with a proud tradition for building strong business to business relationships to ensure it meets its customer's exact requirements. This success has earned the company a long list of major clients, from food manufacturers to paper merchants, as well as high-tech logistics companies and local authorities. Today the Group operates nearly 220 integrated service facilities across Belgium, France, Luxembourg, Spain and the UK, collectively managing more than 50,000 vehicles. For further information contact Tel: 02476 694494. Email: [talk-to-us@fraikin.co.uk](mailto:talk-to-us@fraikin.co.uk) or visit [www.fraikin.co.uk](http://www.fraikin.co.uk)*

### Finalists

#### **Blackpool Council**

*"Neighbourhood Environmental Action Team (NEAT) Initiative"*

As part of its Street Scene strategy, Blackpool Council has embarked on an innovative approach to improving the environment for local communities, by introducing Neighbourhood Environmental Action Teams (NEAT). The initiative is supported by front-line services from across the council, with each service contributing staff or budget to establish the teams. This approach has integrated the skills provided by front line services into multi-skilled, rapid response teams, based on defined ward areas. This helps residents recognise their neighbourhood team and gives team members a sense of ownership for their 'patch'. NEAT officers are able to investigate,

remove and issue Fixed Penalty Notices for environmental crimes such as fly tipping, litter, graffiti, dog fouling and facilitate the removal of abandoned vehicles. In addition, the teams are trained to carry out temporary repairs to trip hazards such as potholes and broken flagstones. They carry out emergency work to blocked gullies and highway spillages. The initiative began as a pilot in eight wards but has now rolled out to cover the whole borough.

#### **City of Edinburgh Council**

*"Generous City Campaign in association with Criminal Justice"*

This environmental initiative brings together an environmental charity, charity shops and criminal justice teams to provide a service which benefits the whole community. It is a simple project which has been extremely effective. Community service teams collect waste from charity shops on a weekly basis. This waste is made up of items that have been donated by members of the public but can not be resold. Ordinarily charity shops would have to pay for the disposal of this waste using their valuable resources. Instead the community service teams sort the items so that it can be recycled rather than sent to landfill. The waste is then taken off the charity shop's hands for no cost. The criminal justice teams provide the work force for this worthwhile project. It also gives them a meaningful and appropriate outlet for their labour. Each team collects on average 2.5 tonnes every week meaning there is the potential of at least 200 tonnes annually. Not only is this material diverted from landfill but it will save charity shops at least £2500 in disposal costs collectively.

#### **Clackmannanshire Council**

*"Black Devon Landfill Wetland"*

Opportunities to make environmental gain from the least promising of situations are always welcome. Clackmannanshire faced up to just such a challenge when its landfill site closed in April 2004. Restoration of the 25 year old

landfill by 2006 would involve the movement of 100,000 m<sup>3</sup> of soil by road. This would be an expensive and environmentally damaging option. The team involved identified an innovative approach which involved buying the land adjoining the landfill site and existing wetland which was poor quality grazing, stripping the soil from the area concerned and using that soil to cover the liner on the landfill site. The resultant depressions would then be formed into an extension to the existing Black Devon Wetland which had been produced using, amongst other funding, cash from the Councils Landfill Tax Credit Scheme. This alternative approach had the advantages of - Removing the environmental impact of transporting 100,000 m<sup>3</sup> of topsoil by road through the Council area; Reducing the cost of restoration by £244,000 and; Creating the environmental improvement of an enhanced habitat with natural linkages to existing wetland.

#### **West Dunbartonshire Council**

*"Binman' Waste Education Package"*

West Dunbartonshire Council has produced a unique waste minimisation education package for schools in the area based around a cartoon style DVD entitled The New Adventures of Binman. The DVD was designed specifically to appeal to children and explain what can be a dry subject in a colourful and interesting way. The DVD is complemented by a range of follow-up material including quizzes, prizes, a comic strip featuring further adventures of Binman, a drawing competition, and a floor mat game emphasising the correct use of recycling bins. The Binman education package has been introduced, along with recycling infrastructure, to enable schools to divert paper, plastic bottles and cans from being disposed of at landfill. Schools are major producers of waste so targeting recycling at this sector is beneficial in helping the Council meet waste minimisation targets. The Binman package has so far proved to be very successful. Success can be demonstrated in the amount of waste being diverted from disposal at landfill and also in the enthusiasm and enjoyment shown by the youngsters who have seen the DVD.

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## **Best Service Team of the Year - Construction and Building Services**

*Sponsored by*



*Hays Construction & Property is the UK's largest specialist recruitment consultancy to the built environment and was the first national recruitment consultancy to establish a public sector division. Formed in 1958, Hays Construction & Property has over 75 offices throughout the UK and Ireland. With a support network of over 700 local consultants, we place people in temporary and permanent technical, housing and trade positions within local authorities. Last year alone, they filled over 4,000 permanent jobs across the public sector.*

### **Finalists**

#### **City of Edinburgh Council**

##### *"Construction & Building Services"*

2005/6 has been a year of rapid progress for Edinburgh Building Services (EBS). As an organisation EBS continues to embrace change in an inclusive, open and trusting environment. The business has grown, terms and conditions have improved and working conditions are better. But most importantly, the tenants of Edinburgh are receiving a much improved service! Tenants only have to wait 5 days for an appointment compared to 8 weeks over two years ago. The time taken to repair empty homes has been halved from a high of 20 days. The number of complaints has been dramatically reduced from an average of 250 per month to around 50 per month. The number of adaptations and kitchen and bathroom refurbishments completed in a week has doubled. Organisationally, EBS looks and feels different too. The number of agency staff has been reduced from over 80 in late 2003 to just 5 at the start of 2006. Bonus queries have reduced from over a 100 per

week to now 5 a week. The training budget has grown from just £5,000 in 2004 to nearly £250,000 in 2006/7 - all self funded through improved efficiency.

#### **Exeter City Council**

##### *"Contract Development"*

Contract Development is a small team with large contract management and budgetary responsibilities. They have a strong ethos of partnering to achieve best service delivery and best value. In 2004/05 they have seen success and recognition for their innovative approaches and partnering. Major successes include; the decent homes initiative which achieved savings of some £840 per property with total savings generated totaling some £582,000. This initiative has allowed the programme to be accelerated and these savings in time and cost have allowed more council tenants to benefit. Contract Development strive to achieve best practice not 'one offs' to this end they continue to develop these partnering initiatives, the kitchen replacement programme has demonstrated average savings of £165 per property.

#### **Gateshead Council**

##### *"Housing Improvements Team"*

Gateshead Councils Local Environmental Services (LES) Housing Improvements Team has achieved a high level of performance since being formed less than two years ago. They were born from the legacy of a CCT background and have embraced the Best Value approach to service provision. Since the introduction to partnership working the team has gone from strength to strength in terms of building relationships, providing excellent service and setting high standards for the future. The team aims to be at the cutting edge of construction excellence in their field. The LES Housing Improvements Team was formed in response to The Gateshead Housing Company's (TGHC) requirement to bring their 23,000 properties up to the decent

homes standard. LES were selected as partners for two of their five neighbourhoods and have set out to improve service delivery over past performance by: Modernising our working methods; Reducing environmental impact, locally and in the wider sense; Striving to delight the tenant, and; Achieving Investors In People Accreditation.

#### **Kettering Borough Council**

##### *"Gas Servicing Team"*

Kettering Borough Council is proud of the achievements of its Property Service, and in particular the Gas Servicing team, who just five years ago transferred employment to the Council and had to make the cultural change from profit, to service. In that time the team have: Reduced costs; Achieved 100% servicing on the Kettering Borough Council for two years in succession; Achieved 100% servicing for Wellingborough Council in 2005/06; Reduced the number of breakdowns, and; Dramatically reduced sickness levels and greater employee participation. The Gas Servicing Team now work closely with both officers from the Housing and Legal Services to identify properties where the right of access may be required to maintain gas appliances. The Gas servicing teams have changed the way they work and, coming from a failed commercial firm, have embraced the 'Kettering Way' and have demonstrated that with good management and a clear focus, a team can strive and achieve service excellence.

#### **South Lanarkshire Council**

##### *"Home Happening"*

A £190 million housing programme designed to improve the quality of life for tenants and local communities across South Lanarkshire, HomeHappening is the largest council house modernisation programme in Scotland. Through partnership working between the Council's in-house Building Services unit and the private sector construction firm, CCG Ltd, the HomeHappening programme has achieved the



following: - Delivered and Fitted 7,584 new Kitchens and Bathrooms in individual homes - thereby improving more than a quarter (27%) of the council's entire housing stock; Completed 23 entire External Fabric upgrade Projects; Completed 47 entire Environmental improvement Projects, and; Attained an overall, and probative, Customer Satisfaction level of 99% with the finished product and a Customer Satisfaction average of 97% of tenants who are satisfied with their HomeHappening service (Kitchens & Bathrooms).

## **Best Service Team of the Year - Catering Services**

*Sponsored by*



*Fretwell-Downing Hospitality is the leading supplier of catering management solutions to the local authority sector. Saffron is a catering management system that can be implemented to suit your local catering business, and to meet your management reporting requirements. It can also be used over the Internet, allowing for local data entry, thus reducing central administration. 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. For more information contact: Fretwell-Downing Hospitality, Brincliffe House, 861 Ecclesall Road, Sheffield S11 7AE. t: 0114 281 6060 f: 0114 281 6061 e: info@fdhospitality.com*

### **Finalists**

#### **Gateshead Council**

##### *"School Meals Open Week"*

In February 2005, reaction to "Jamie's School Dinners" decimated the uptake of school meals. Concerned parents, believing the TV version, changed from a school meal to a packed lunch, most often with considerably less nutritional value than a school meal. The reality was that Gateshead School Meals bore no resemblance to the media hype. Gateshead responded to this in a number of ways: presentations to parents and to wider audiences, press coverage, theme days, leaflet drops, live radio and a local radio advert campaign, but the initiative that brought the greatest number of pupils back to school meals and really got people in Gateshead (and elsewhere) talking about School

meals was the "School Meals Open Week" ~ Parents Open Days. This promotion was aimed at primary schools where the greatest fall in meal numbers had been experienced. Over 70% of the primary schools in Gateshead agreed to take part and more than 1500 (10% of our uptake) joined in for lunch over period of 5 days in October. Parents enjoyed exactly the same meals as pupils, and got the opportunity to discuss menus and the service with the catering management.

#### **Glasgow City Council**

##### *"Food provision for the Special Olympics"*

The Special Olympics is an event that took place in Glasgow in July 2005 over a six day period. This event had an operating budget of £5million and £300k of this was set aside for catering and hospitality. The Special Olympics attracted 5,500 athletes, coaches and volunteers from all over the UK. The spirit of the event is to provide a high profile stage for intellectually challenged athletes to compete at sport and is analogous with the World Olympics. The challenge for the Encore Catering team was to provide a high quality packed lunch (33,000), supper box (5,500) and hospitality menu (6,000), as well as breakfast and dinner for 7,000 customers over 6 days in July last year. The Encore Catering team had to deliver this project to 10 sites within the boundary of the City of Glasgow, in a safe and practical way balancing cost with the need for quality. The team did all of this and through innovative event management practices and crucial supplier relationships secured corporate sponsorship to a value of £120k and staff fundraising to a value of £13k. This effectively reduced the bill to the Special Olympics Games Committee by £133k, which was most appreciated as the Special Olympics is a registered charity.

#### **London Borough of Tower Hamlets**

##### *"Education Contract Services"*

Education Contract Services (ECS) is the London Borough of Tower Hamlets' in house professional catering service providing excellent cost effective services to its users. Over the past few years ECS has risen from the process culture of a DSO to a work hard-play hard culture of today's top service providers. But this does not mean that Education Contract Services will now rest - there are many plans a foot, both long and short term, to ensure that the education catering service of the future will continue to exceed the expectations of its stakeholders. Each year the Quality Assurance Team carries out a satisfaction survey of schools with regard to the services provided. The results clearly illustrate the excellent work the team has been carrying out in the schools across the Borough and the partnership working between the team and those of the school. Over the next few months the focus will be, along with the continued provision of healthy school meals, ensuring compliance with the new guidelines, interaction with parents, further development of our website as well as craft training for staff.

### **Stockton on Tees Borough Council**

#### *"Catering Services"*

Following the airing of Jamie Oliver's 'school dinners' programme, catering services were inundated with parents, head teachers, governors and children asking 1001 questions. And the results ...Reducing uptake of meals. Where other authorities were doing a phased change, Stockton -on -tees decided to challenge this current position and make radical changes to menu's; adopt a new marketing approach and; undertake a complete culture change. The results: - A complete menu overhaul - out with all processed/reformed foods and in with fresh meat, fish and vegetables; Introduction of help yourself style Salad Bars in all schools; A proactive and enthusiastic approach to change by using pupil focus groups to trial

new food stuffs, and; A healthy lifestyles working group was formed partnering school meals, healthy schools programme, client, customers and sports and health development coordinators. Theme days were also developed for fun so those on packed lunches were invited to stay for the day. Thus encouraging more pupils to return to meals. Sea Day, Wildlife Day, Fire Safety Day ..... this included 'partnering' with the local Fire Brigade. Kids loved it, staff loved it more.

## **Best Service Team of the Year - Cleaning Services**

*Sponsored by*



*SEBO products are renowned for their quality. Made in Germany, SEBO machines are used in commercial environments throughout the world - hospitals, hotels, airports, offices, shops - wherever carpeted areas need to be cleaned quickly and effectively. The SEBO BS 36 & 46 twin motor uprights are purpose built for heavy duty commercial use. They are durable and reliable, easy to maintain and offer high cleaning productivity. They are also economical to operate with large capacity bags, replaceable brush strips and long life filters and belts. The SEBO DART twin motor uprights are designed to be lightweight and are also comfortable to use for prolonged periods. The integral hose is perfect for cleaning awkward areas and the "L" shaped power heads reach under furniture and right up to the edge. Contact SEBO on 01494 465533 or visit [www.sebo.co.uk](http://www.sebo.co.uk).*

### **Finalists**

#### **Denbighshire County Council** *"Cleaning Services"*

Denbighshire county council's public convenience cleansing team look after sixteen public conveniences (PC's), plus a further eight seasonal sites. Over the past year, they have managed to turn a poorly performing service into one that the council is truly proud of. Prior to 2005, the PC cleansing service was in 'free-fall'. A culture of poor performance had developed, cleansing standards were low, and staff morale was at rock bottom. Complaint levels were the highest for any council service. In 2004 the council reorganised the way that the service was to be managed. The PC cleaning service was 'adopted'

by the council's Environmental Services department (ES). With a great deal of positive supervisory and managerial input, the vast majority of the staff came on-board very quickly, and a new era of service improvement began. There is a new positive culture within the service. Employees feel valued in the work that they do. Detailed cleansing specifications have been established for each site. A thorough inspection/ performance management regime is in operation and work patterns have been reorganised to minimise periods of 'non-attendance' between cleansing visits. The improvements have been achieved without any increase in revenue support. It has largely been a victory for teamwork and smarter working.

**Gateshead Council**  
*"Building Cleaning"*

The Building Cleaning Division is Gateshead Council's professional cleaning service offering a committed and cost effective service to its customers. They have continually improved their service since it was established in 1989. Their clear, shared vision is projected through recognised high cleaning standards, a forward-thinking approach and highly dedicated teamwork. Over recent years the service has advanced enormously continuing to strengthen and develop. In today's changing market place local authorities need services to be proactive. Gateshead's Building Cleaning service has continued to challenge the way they work and are always looking for ways to develop themselves further. This submission concentrates on the improved communication within the service and the development training of its most important asset - The Employees.

**Hull City Council**  
*"Hull Building Cleaning Team"*

Hull Building Cleaning were first awarded a Charter Mark in 2000. The standard was revised and changed three years later by the Cabinet Office. Hull Building

Cleaning would be assessed against the new standard in 2004. Initially, the team was unsure whether they could meet this criterion but failure would mean losing the prestigious award. Introduction of this new criterion would be demanding and require input from all levels of staff. Training started immediately with senior managers attending Charter Mark workshops. All information was cascaded back to the team through internal workshops. Once it became clear what the standard was asking work soon began to identify opportunities of working with the wider community. All staff and customers were kept up to date through team meetings and newsletter articles. Everyone was encouraged to take part by identifying work already being undertaken and all feedback was discussed at a Building Cleaning workshop and future activities agreed. Working with the wider community has now become part of the 'day job' and the team are always looking for ideas enjoying the challenge of trying something new.

**Northumberland County Council**  
*"Facilities Management Team"*

The Facilities Management Division of Northumberland County Council has conducted research into the Facilities Management market and has identified a more coordinated approach to its delivery. The Division provides a portfolio of hard and soft FM (Facilities Management) services and is uniquely positioned to serve this segment of the market because of its joined up approach, its forward thinking management team, and its ability to continually develop. The Division's main services are Cleaning, Caretaking, Grounds, Catering, School Crossing Patrols, Building Maintenance and Building Design. The Division is unique in that it provides a one stop shop for both hard and soft FM services, with 2000 employees, it has a dedicated help desk facility, Partnership Managers committed to regions of the County and

technical support team to provide linkages between services. The Division faces competition from contract cleaning and catering services and other smaller firms. These companies specialize in these areas and often do not provide the same quality and service that The Facilities Management Division does. The Division distinguishes itself from its competitors through its joined up approach and its one stop-shop philosophy. Its competitive edge is its ability to provide a portfolio of services to its customers demonstrating a quality approach underpinned by customer centred requirements.

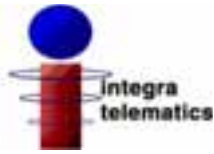
**Staffordshire County Council**  
*"Staffordshire County Council  
Cleaning Services"*

Staffordshire County Council Cleaning Services introduced the concept of Product Development as an initiative to improve and implement best working practice to deliver an effective and efficient support service to their staff and ultimately their clients. The programme was initiated in 2002 and has developed over the proceeding years to provide a complete procurement, research and development, repair and maintenance and service delivery function to Cleaning Services. The initiative also provides a vital link with the training facility and operational support area of the business. As a service provider they recognize their approach to service delivery must be customer driven by concentrating on the quality of service and investing in staff to ensure that they provide the right equipment, training and level of service to meet the customer's needs. It was paramount that they focused on: Improving working practices; Standardizing equipment and materials; Delivering effective training and development; Embracing new technologies; Maintaining value for money services; Maintaining effective and efficient procurement; Enforcing industry based policies; Retaining and gain contracts and; Development and growth for the future.

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## **Best Service Team of the Year - Highways, Winter Maintenance & Street Lighting Services**

*Sponsored by*



*Integra Telematics Ltd - Sole UK Supplier of GritNav. GritNav is a "Turn by Turn" Navigation System, for gritter routes. GritNav employs an in cab computer, screen and voice prompt. The system navigates the driver through the route with prompts to turn grit on/off, change rate of spread etc. The driver (and base) is alerted immediately of any route deviation, roads ungritted are advised to base. All information and alerts are live and are recorded on the system for future reference. This system has been designed in conjunction with The City of Edinburgh Council and is now being embraced by several other Councils. For further information contact; George McLean, Integra Telematics Ltd. 07980 860082, 01505 850042, E m a i l georgem@integratelematics.com Web www.integratelematics.com*

### **Finalists**

#### **Bolton Council**

*"Improving Performance in the face of Single Status"*

Following the Highways Management Best Value Review in 2002, it was determined that service efficiencies would be derived by bringing together the Highways Maintenance Direct Works with the Highway Maintenance Client to form the new Highways Services Division. This allowed the development of a streamlined organisation, offering significant service efficiencies. In particular these included: Removal of duplication between client and contractor, supervision/management; Establishment and operational savings, reinvested into the delivery of local services to

local people, and; The ability to develop and implement change more effectively. Major issues included:- Mistrust between staff and management; Mistrust between trade unions and management; low levels of staff morale; problems with staff retention and; Very low levels of productivity when compared to other councils. In addition, faced with the imminent arrival of Single Status, a decision was made to remove bonus. This submission highlights Bolton's success in addressing these issues and the benefits to all stakeholders.

#### **Glasgow City Council**

*"Roads & Highway maintenance & Management"*

This submission highlights the continuing investment and commitment of Glasgow City Council, Land Services to improve the economy, efficiency and effectiveness of the road and highway maintenance and management service. The measures which have been introduced over recent years demonstrate the desire to undertake operations in a coordinated manner using state of the art technology which enables a dedicated team to provide a "Best Value" service to the public. The main elements of this series of improvements in service delivery include:- continuing to develop the computerised road management system; continuing to invest in and develop new technology; continuing to ensure stakeholder satisfaction; introduction of specialist training; continuing to develop internal and external benchmarking initiatives; continuing commitment to training; expansion of the quality management system. Land Services management and staff have demonstrated knowledge, understanding and ownership of the principles of successful road maintenance and management and recognise that the success of the service delivery rely on effective team work and job satisfaction which lead to quality service.

#### **Leeds City Council**

*"Parking Services"*

Parking Services is a team within Leeds City Council. The year 2005 saw the transformation of the team with the introduction of Decriminalised Parking Enforcement (DPE), beginning 1st March 2005. The service is already meeting its main objectives: reducing illegal parking; meeting financial expectations and achieving excellent customer service. Despite increasing the volume of work by nearly 400%, this has been done without creating significant backlogs. Most unusually for a parking service, the team has even received positive publicity in the press and from residents. Keeping the whole service in house means direct management control over the whole operation, allowing a quick response to changing priorities and a focus on quality. This has been done by adopting a firm but fair approach, backed up with excellent training and development and the best systems possible to maximise efficiency at every stage of the process. On the key benchmark of Parking ticket appeals won & lost, the team outperforms the national average and every other large city by a significant margin.

#### **Stockton on Tees Borough Council**

*"Highways Find n Fix Team"*

The Find N Fix team have been together for just over two 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 more roads and footpaths inspected and repaired 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. The Find N Fix team have been a key player in Stockton winning the Northumbria in Bloom trophy in 2004 and 2005. Whether it be painting railings, erecting floral displays, mending road signs or redeveloping roundabout schemes, the Find N Fix teams' commitment to providing customer focused, quality driven services can be evidenced in a raft of positive customer feedback and glowing compliments.

## **Best Service Team of the Year - Transport & Fleet Services**

*Sponsored by*



*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. 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. Heil are proud to be associated with the success of the APSE Service Awards. For further information on Heil Europe please visit [www.heileuro.com](http://www.heileuro.com) T: 01383 823625 F: 01383 824062*

### **Finalists**

#### **City of Wakefield MDC**

*"Governance -The Vehicle Operators License"*

With a varied fleet; approaching 1000 at Wakefield, well over 2000 drivers, 20 Depots, landfill operation and a domestic and business population of around 315,400 people, spread over an area of 135 sq. miles, fleet operation is about as challenging as it gets at Wakefield. This submission summarises an approach, which has driven the City of Wakefield Metropolitan District Council to a point of excellence in terms of Fleet Operation and the Governance of its Vehicle Operators Licence. It evidences:- Transport Services perpetuation of real cultural change in vehicle operation at Wakefield; The Driver Awareness Training of

over 1245 drivers; A reduction in accident claims from nearly 300K to just over 100K in two years; The development and issue of over 2000 drivers' handbooks; Effective fleet vehicle load management; How quality analysis of performance data can inform decision making and fuel real change and improvement, and; New driver training resource established at Wakefield.

#### **Dorset County Council**

*"Securing improved service delivery by utilising the EFQM Excellence Model within Dorset Works Organisation's Vehicle Maintenance Operation"*

This submission relates to the Vehicle Maintenance Division of Dorset County Council and how they have utilised the EFQM Excellence Model to improve service delivery to their customers, engaged their people in the performance management of the business and set a clear set of values and objectives that all their stakeholders can relate to. The EFQM Excellence Model utilises nine criteria to categorise key approaches within any business or organisation. This submission is laid out to replicate these criteria to demonstrate how the Vehicle Maintenance Division adopted the model. Key achievements include:- The formation of a Public/Private Sector Partnership which reduces parts replacement costs and secures improved parts delivery arrangements; Joint working with Private Sector Partner to streamline ordering processes and secure additional income through innovative parts supply services to private sector customers; Integration of Client/Contractor functions within the Vehicle Inspectorate service; Formation of County Council internal Customer Liaison focus groups; Annual Customer and Employee surveys showing high levels of satisfaction; The formation of Improvement Committees to engage staff in the improvement process and; Revised staffing structure following analysis of Customer and Employee surveys feedback.

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**Lancashire County Council**  
*"Lancashire County Engineering  
Services (Fleet Services Division)"*

Lancashire County Fleet Services Division was formed at the time Compulsory Competitive Tendering replaced the previous budget driven County Council annual funding arrangements. There were many challenges in the early days, but none as great as the change to staff mindset; they had a "job for life", if they were to succeed, radical change was to follow. The business was grossly overstaffed. Since people costs are the highest expenditure on the Balance Sheet, downsizing was inevitable and necessary. They had too many workshops in the wrong geographical locations following the County boundary changes. The ratios of productive to non-productive workers needed to be addressed. A major challenge initially was to progressively reduce our stores staffing levels from ten down to the current four storekeepers. The "Just in case" culture has been replaced with "Just in time" and store stocking levels reduced by 70%. Demarcation between Fitters, electricians, bodybuilders and painters has been removed and a team culture fully supportive of customer requirements introduced. Through recent surveys improvements have been introduced which match customer requirements.

**Scottish Borders Council**  
*"Transport & Fleet Services"*

Since 1995 the departments within Scottish Borders Council have expected Fleet Management to consistently deliver the level of service better than the private sector based on best value. Fleet Management has adopted the findings of a review carried out in 1995 and implemented progressive planned changes successfully of all its management and workshop functions. Several departments did not make use of the Fleet Management's knowledge and experience and as a consequence often procured vehicles in

inappropriate ways and did not maintain them properly. District Councils, which were absorbed into the Council in 1996 had already adopted harmonised working hours, there were limited workshop operating hours and there was no computerised management system. Changes have been introduced as part of Fleet Management's business plans. Departments have responsibility for their vehicle and plant expenditure, but require Fleet Management to provide programmed maintenance, procurement advice and accurate financial reporting. Workforce levels and practices have been adjusted to provide more flexible and efficient working that more fully utilises the workshop facilities. The introduction of Personal Development Plans for all employees has allowed steady progress to improve the services being provided.

**Southampton City Council**  
*"Transport & Fleet Services"*

During 2003, the Council embarked on a Best Value Review of its Fleet Transport Operation. Members of the Environment and Transport Scrutiny panel of the Council considered that a much wider approach to all of the Council's Transport needs was required. Evidence suggested that this was very fragmented and did not make efficient use of staff and transport resources, which ultimately meant that it was not cost effective. This submission details how the Authority carried out this wider transport review that encompassed the whole Authority and pulled together cross cutting transport operations into one central body. The submission will also show that an efficiency savings target of £1,000,000 over five years is being achieved combined with a higher level of service to customers and clients. A major factor to the success of the review was to engage all relevant Staff, Trade Unions and Partners (internal and external) into strategic working groups to identify and determine how the objectives could be

achieved. It became clear at an early stage that a central Transport Coordination Unit was required and this would join with the existing Fleet Transport Section to create a Corporate Transport Business Unit headed by The Corporate Transport Manager. In addition, a challenging and robust Continuous Improvement Plan would be created.

## Best Service Team of the Year - Waste and Refuse Management Services

*Sponsored by*



*Walker Morris is a top 50 UK law firm employing over 740 people including 46 partners. Their client base covers both the public and private sectors. The work they undertake ranges from intellectual property issues and private sector commercial contracting through to public sector corporate, PFI/PPP projects and public procurement work in central and local government, health, NGO's, utilities and the voluntary sector. In fact, between six members of the team, they have over 130 years' experience of in-house local government. The team also has extensive experience of public procurement, regulatory and competition issues. The team has handled over £3billion worth of transactions in the last 18 months including some of the country's leading PFI projects in waste, education, leisure, housing, health and emergency services. For further information, please contact David Kilduff on 0113 283 2500 or email [david.kilduff@walkermorris.co.uk](mailto:david.kilduff@walkermorris.co.uk)*

### **Finalists**

#### **Dacorum Borough Council**

*"Waste Management, Refuse collection and Street Cleansing"*

Dacorum Borough Council's Waste Services Unit is a dedicated team whose enthusiasm and thirst for new challenges has positively changed the face of the working depot environment and its services. The four key initiatives have only been achieved through joint 'team' vision and are a prime indicator of how avant-garde and diverse the Waste Services Unit is in developing and implementing ground breaking initiatives. New

Waste Collection Service: Recycling rate increase from 11.77% (03/04) to 41.56% (05/06). Enforcement: partnership working with key agencies such as Police & Fire departments to identify and eliminate the everyday grime that degrades the environment and leads to serious crime. This has resulted in a 63% decrease - untaxed vehicles; 28% decrease - abandoned vehicles; 24% decrease - total crimes; 47 waste carriers stopped for documentation; 36 fixed penalty warnings and; an 11% decrease in the land found to have an unsatisfactory level of cleanliness.

#### **London Borough of Hillingdon**

*"Waste and Recycling Management Service"*

London Borough of Hillingdon Waste and Recycling Management Service is one of the best performing amongst London Boroughs achieving substantial improvements across a range of indicators. Their annual recycling figures show the collection rate almost trebling in five years. September 2004 Audit Commission report rated them a "Good Service with promising prospects for improvement". The Audit Commission's Corporate Assessment in November 2005 found "Recycling performance is good and significantly exceeds the statutory recycling target". DEFRA recently cited Hillingdon as a model of excellence for recycling and have used them in their national publicity campaign. Recent investments in the service have moved them into the middle range of spenders in London but have produced marked improvements in performance. Findings from customer surveys show high levels of satisfaction with all waste services. A switch from fortnightly to weekly recycling collections in June 2005 saw minimum disruption to residents. Covering the whole borough this has led to a 23% increase in tonnages being recycled via this service (full year effect).

#### **Preston City Council**

*"Internal Service Team of the Year Waste & Refuse"*

Preston City Council has an energetic waste and recycling team which has delivered step change in this important environmental area. The team is empowered to win hearts and minds with a can-do attitude that listens to residents. Successful implementation of Preston's strategy stems from a number of key factors: A clear strategic vision and partnership waste strategy underpinned by ambitious target setting rigorous performance management; An ongoing process of review, consultation and monitoring to maximise customer engagement by delivering well-researched, practical and value-for-money solutions to all residents; Targeted public awareness and education campaigns that make effective use of resources and promote a positive attitude towards the concept of recycling; A commitment to ensuring all sections of the community are able to access their services, and moreover, are actively encouraged to do so; On-going effort to improve communication and service delivery, and; Developing innovative solutions and attracting external funding. Successful initiatives include: Employment of Trainee Recycling Officer; Recruitment of recycling communication assistants to increase participation; Trailblazing kitchen waste trial, researching the potential for recycling household food waste, and; The provision of community recycling facilities for residents in multiple-occupancy buildings such as flats and sheltered housing.

#### **Redcar & Cleveland Borough Council**

*"Waste and Recycling"*

Redcar & Cleveland Borough Council (RCBC) in partnership and consultation with stakeholders is delivering excellent practice in waste and recycling - which is also supported by its area-based, localised clean and green services,

an approach endorsed by ENCAMS in writing to the Council. Waste & Recycling services within RCBC have been heralded as innovative and courageous, thereby transforming frontline service delivery and have led to record recycling levels in the North-East and sub region. As a result of this RCBC has been awarded with Beacon Status in Waste and Recycling 2006-2007 and is leading the way on best practice to deliver services with a range of partners, whilst driving efficiency and new working arrangements.

**Rushcliffe Borough Council**  
"recycling2go"

Rushcliffe is at the top of its game in recycling, composting and reducing waste - and to prove just that, it was awarded the nationally prestigious 'Beacon Council' status for waste and recycling by the government in March 2006. The feedback report from the IDEa summarised the main strengths of recycling2go as being high recycling rates, strong branding and communications and an effective three-bin system. Now Rushcliffe's sights are set on being the number one recycling and composting council in the country by collecting further materials from the kerbside and incentivising residents to reduce waste produced. The Council is not just tackling household waste, but plans to help businesses manage their waste more sustainably. recycling2go's success is also directly attributable to the excellent team we have and partnership working across the council. A seamless service is provided to customers from call centre staff, via the communications service to recycling operatives. Members have also given 100% backing to developments since its inception. Everyone truly embraces the recycling2go ethos and is a superb recycling2go brand advocate and ambassador.

**Vale Royal Borough Council**  
"Waste Management"

This submission is in recognition of

the major advances made by the team in providing an integrated waste management service through the introduction of a three-stream, alternate weekly kerbside collection scheme. The Waste Management Team have been awarded:- 9th Best Recycling and Composting Authority in the UK for 2004/05; Top performing Authority in the North of England, and; 3rd most improved Authority for Recycling and Composting in the UK for 2004/05. Introduction of the new recycling scheme has brought about many changes for the residents of Vale Royal. One of the most significant achievements has been how the scheme has united and strengthened the Waste Management Team to enable them to provide the residents of the borough with a high quality, Best Value and nationally recognised service. Their achievements include: Increased team morale, dedication and enthusiasm; Strong team, positive thinking and joined up working; Extensive customer care with high levels of satisfaction; National recognition for recycling and composting performance; Comprehensive and inclusive education and publicity campaigns, and; Excellent partnership working to improve services throughout.

**Best Service Team of the Year - Street Cleansing Services**

*Sponsored by*



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

**Finalists**

**Kettering Borough Council**  
"Street Cleansing Team"

Kettering Borough Council was assessed as good and improving after the CPA inspection in 2004 and has come along way since then. Operation Spring Clean saw a 5% improvement in the BVPI 199; Removal of abandoned cars improved from 33 days in 2000 to 2 days in 2005 and is now 1.6 days of report in the last month alone 23 untaxed cars were removed in conjunction with the DVLA; Fly-tipping is now removed in 1.6 days as against 1.9 in 2004/05; 246 fixed penalty notices issued in 2005/06; Nine generic wardens have been trained to carry out enforcement whilst undertaking their day to day jobs, and; Dramatically reduced sickness levels and greater



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employee participation. Kettering Borough Council's 'one team' approach allowed all of these significant improvements to be completed in less than 12 months. The above achievements demonstrate what can be achieved in a very short space of time when a team is motivated and committed to 'service excellence'. In the coming year the success will be built upon and further improvements made.

**North Lincolnshire Council**  
*"Street Cleansing Service"*

Between 2002 and 2005 Neighbourhood Services achieved a stretched LPSA Round 1 target to reduce the percentage of streets in North Lincolnshire with unacceptable levels of litter and detritus from 45% to below 30%. The final performance level achieved was 28%, which represented a significant effort by the service to deliver the improved performance over the three years. The 2005-6 BVPI 199 figure is 20%. This shows that in four years they have moved the percentage of streets and open spaces with unacceptable levels of litter and detritus from 45% down to 20%. This can be attributed to a focus on performance data and management action responding what the information was telling them. Specific actions such as the introduction of beat sweepers to provide a local presence and build relationships with their communities have been significant contributory factors. There has been continued political support within the council for the approach and an acknowledgement that it has achieved noticeable improvements in the quality of the environment for communities and the public. In 2005 Neighbourhood Services were successful in achieving the ISO14001 standard for their operations and strategic approach.

**Rushcliffe Borough Council**  
*"Streetwise Service"*

Rushcliffe's Streetwise service launched in April 2005 and, in just a

year, has achieved a remarkable turnaround for a previously poor-performing service (bottom quartile) with declining standards, demoralised staff and poor customer satisfaction. The service is now among the top quartile performers in the country, e-enabled, efficient and effective, with committed and happy staff and customer satisfaction and performance has improved dramatically. This is a story of remarkable transformation from the bottom to the top of performance through rethinking the way the service is delivered. The main highlights of improving the service are: A new way of working towards a total cleanse approach; Greater staff empowerment and team work - staff now take ownership for their area; Technology has been used to improve efficiency and effectiveness, and; Customer satisfaction is now much higher.

**South Tyneside Council**  
*"Blitz it environmental team"*

Since October 2003 to the present date there has been an environmental transformation within South Tyneside, which has had a positive impact on the quality of resident's lives whilst also supporting the Council's priorities. The transformation has seen cleaner streets, innovative service delivery, and improved resident's satisfaction. These achievements have been made against a backdrop of high levels of social deprivation and the loss of traditional industries. South Tyneside Council is determined that their young people will have new hope because they will have a bright future. The Council also works towards people of all ages having high aspirations, greater confidence and the skills and opportunities they need to succeed. They intend to ensure that people will be healthy, able to work and enjoy living within the Borough. Their in house cleansing team has evolved and adapted to become a highly efficient team who perform their duties with a great deal of enthusiasm and

commitment. By working Together they are making South Tyneside a Cleaner, safer, and greener place to live, work and enjoy.

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## Best Service Team of the Year - Parks, Grounds & Horticultural Services

*Sponsored by*



*Scottish Grass Machinery (SGM), the groundcare equipment specialist, and SGM Hire are part of the SGM Group and have successfully ran operations throughout the UK since 1992. Headquartered in Inverkeithing, SGM supplies first class turf and speciality ground care equipment. It holds franchises for a number of companies including Toro, Hayter, CLAAS, Victa, Ferris, Spearhead, Ariens, Kioti, Shibaura, Trilo and Yamaha Golf Cars. SGM deals with all 32 local councils in Scotland and now has a strong local coverage across the UK, with depots in Inverness, Aberdeen, Gleneagles, Inverkeithing, Washington, Middlesborough, Rotherham, Northampton, Margate, Coleshill, Skelmersdale, South Wales, Stockport, Fareham and Buckingham. For a fixed monthly or weekly fee, SGM Hire customers can avoid large capital outlays up front and enjoy state of the art machinery, with all servicing, maintenance and repair included for the duration of the contract.*

### **Finalists**

#### **Liverpool City Council**

*"Liverpool's Blooming Marvellous"*

Williams Morris once said 'never have anything in your home that you do not believe to be beautiful or know to be useful'. Liverpool City Council believe the same of their parks, open spaces and nature reserves. Green space brings beauty to grey urban communities and they are also keenly aware of how important and useful it is in sustaining healthy, vibrant communities where people want to be. Liverpool is one of the greenest cities in the country. But they are not resting on their laurels, last year ten of their parks achieved green

flag status. Green Flags are only awarded to those parks and green spaces which provide: a healthy, safe, secure and welcoming place that's clean and well maintained; sustainability, conservation and heritage; good management, and; community involvement. The team has fully embraced these criteria, actively engaging local communities to work together on the management and improvement of their parks, open spaces and nature reserves.

#### **Salford City Council**

*"Grounds Maintenance Service"*

Salford City Council's Grounds Maintenance Service (GMS), part of the Environment Directorate's Liveability Division, was a service in trouble in 2003/4. Morale within the service was poor and its reputation with customers was less than impressive. It also had an ageing workforce profile and difficulties were encountered in attracting young people into the service. However, the problem with poor service performance was of paramount importance to the GMS management team and one that required immediate and decisive action to be taken. The way forward was to be identified by conducting a formal Best Value review and by using the results of research work undertaken by an independent specialist consultant. From these two activities, a strategy was developed by the management team that would serve to transform the service into one that would meet the high expectations of all stakeholders. The thrust of this approach relied upon two main factors: Developing its people - to improve performance, reward and recognition via a policy of greater staff involvement in service issues, and; Creating innovative partnerships - to exploit potential partnership arrangements to maximise operational efficiencies and effectiveness for mutual benefits. The aims of this were to find novel and innovative ways of attracting young people into the service.

#### **South Lanarkshire Council**

*"Land Services (Grounds) Land Audit Service Team"*

In 2002, South Lanarkshire Council identified the need to demonstrate the quality of service delivery in terms of Best Value in Grounds maintenance. A group of Officers and Charge-hands were established to look at the feasibility of developing meaningful performance indicators within the grounds maintenance service as part of continuous improvement. This process has led to the development and introduction within South Lanarkshire of the Land Audit Management System (L.A.M.S.) specifically designed for Grounds Maintenance to identify the quality of standards produced. The criteria for the system development were that it would be simple, clearly understood and meaningful to non-technically qualified people. The key objectives of the system were to promote consistent standards and quality of ground maintenance services throughout South Lanarkshire and provide the means to identify opportunities to improve service delivery. From the outset of the initiative, it was important to fully involve staff in the system development to encourage ownership, advance standards of service, improve staff morale, innovation and accountability. The effective management of the ground maintenance resources both operational and financial performance, is supported through the Council's Trading Services Scrutiny Forum. LAMS is now established Authority wide and is reported through this Forum as one of the Key Performance Indicators.

#### **St Helens Council**

*"Civic Pride & Community Spaces Services"*

The Civic Pride and Community Spaces Section of St Helens Council is a small team that is responsible for the development and day-to-day management of the borough's Parks and Open Spaces, Children's Play Areas, Outdoor Sports Facilities, Pets Corner,

Allotments, Floral Displays and Trees & Woodlands. The progress by the section in improving the condition of the parks etc and raising public satisfaction levels has been due to a number of factors including the dedication and innovation of staff, support by the Council, and partnership working. The above factors have been central to achieving significant levels of external funding to invest in restoring and improving the Parks and Open Spaces. Recent successes have included the creation of 2 Doorstep Greens, the achievement of 4 Green Flag Awards, Best Exhibit in the RHS National Flower Bed Competition, ILAM Management of Open Spaces Award 2003, Groundwork Merseyside 21 Awards and a Considerate Constructors Silver Award. It is recognised that the Section's most valuable resource is its staff and is acknowledged through training, accommodation, tools and equipment provided. Recent training provided has covered management plan workshops, map info/GIS courses and diversity training. One example of working together has been the production of a leaflet on how to prepare plant and maintain the flower bed areas resulting in improved floral displays.

### **Stockton on Tees Borough Council**

#### *"Horticultural Services Team"*

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. Stockton's Horticultural Services Team went on to take the coveted Northumbria in Bloom Trophy in the Best City category in 2004 - for the first time in 20 years, and retained the trophy in 2005 along with picking up four other awards. The team are also 'green flag' award winners in recognition of the improvements in their parks. The team has been together for less than three years, but in that short time have created

a working relationship which has found innovative, creative ways of turning ideas and aspirations into action to create visible transformation. The team's commitment to providing customer focused, quality services has been rewarded with a massive boost in customer satisfaction and community pride. Stockton have also been chosen to represent North east of England in Britain in Bloom 2006.

## **Best Service Team of the Year - Sports, Leisure & Cultural Services**

*Sponsored by*



*Notts Sport is the leading specialist in designing, advising upon and supplying artificial surfacing systems for sport, play and leisure. The company's product range is proving an increasingly popular choice for local authorities - whether for individual sports such as cricket, tennis, hockey and football, for multi-use games areas at schools or leisure centres, or for children's playgrounds. Performance characteristics such as long term durability, increased usability, improved drainage, easy maintenance and overall cost-effectiveness are key factors in making Notts Sport's artificial surfaces the preferred option. The company's colourful ChildsPlay artificial turf system, for example, is designed to go under and around play equipment and can accommodate trees, planting, mounds, embankments and slopes. The system has certified shock absorbing qualities that will cater for critical fall heights of up to three metres. For more information visit the Notts Sport website at [www.nottssport.com](http://www.nottssport.com) or telephone 0116 272 0222.*

### **Finalists**

#### **East Riding of Yorkshire Council**

##### *"East Riding Leisure - Making A Difference"*

This submission shows how open and forward thinking management culture empowers staff at all levels to be innovative and contribute to the development of leisure, sport and culture and its role in the wider community. Key points from the submission that demonstrates the team's commitment to continuous improvement to an excellence level

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are - Charter Mark Award achieved for all leisure facilities; One of the first leisure services to have a fully integrated computerized booking system with real time access from dynamic facility websites; Over 40,000 leisure cards (Sure Card) in circulation providing easy access for a range of social inclusion and community health initiatives (In 05/06 the growth factor was over 20%); ILAM Health and Leisure Recognition Programme award winner; Quest award winner; Partnership working with Primary Care Trusts to develop innovative Cardiac Rehabilitation Exercise Referral and Walking the Way to Health Programmes; Unique and challenging benchmarking that promotes internal competition; Partnership working with external organisations such as the Police, Fire Service, NHS, Sport England and local businesses to promote health and wellbeing; Internal partnerships with Benefit Team, Foster Care Team, Positive Futures and Occupational Health Teams on socially inclusive initiatives, and; Positively improving the health of the Council's workforce through the highly successful 'Staff Membership Scheme'.

### **Glasgow City Council** *"Holiday Programme"*

The Holiday Programme for children and young people in Glasgow is the largest integrated holiday programme in Scotland. It targets age groups from 0-18 years and brings together all aspects of Cultural and Leisure Services, which include Sport and Recreation, Arts, Museums, and Libraries. The council places enormous value on the Holiday Programme in terms of promoting physical activity, health and well-being, equality and social inclusion. This programme includes a full complement of sporting, learning and plays activity; a range of dedicated and specialist summer school opportunities within sport, outdoor activities and performing arts; an expanded programme of activity for young people with a disability and their families; as well

as a programme of activity visits and projects in the city museums and galleries. During 2005 the council delivered over 140 activities in over 150 venues geographically scattered across the length and breadth of Glasgow. The Holiday Programme team's broad aim is to create a wide range of affordable, and in many instances free, opportunities to allow children and young people to participate, learn and develop skills, friendships and confidence, as well as to create pathways to all year round leisure provision, ensuring the promotion of healthy living and physical activity.

### **Knowsley MBC**

#### *"Knowsley MBC Sports Service"*

Evidence suggests that if people are engaged in sport and physical activity it can have a major impact towards improving their health, educational attainment, self esteem and provide a distraction from crime and anti social behaviour. The sports section within Knowsley MBC recognised this fact and as such has worked hard influencing the Council to invest in sport and physical activity. They have developed excellent relationships with partners across the borough helping to provide joint working arrangements for the benefit of the communities they serve. The development of the Knowsley Active Training Scheme not only provides training to the whole of the Council it also provides jobs to the community with local colleges, schools and job centres helping to provide young people with an opportunity to become involved in the leisure industry. The sports management team have looked closely at what the community wants and needs. Their aim is simple; they want people participating and being active. To do this they will provide the facilities and activities people want and where they want them. This is already making a difference with early signs of increased levels of health, lower reported incidences of crime and higher levels of attainment at school.

### **Swindon Borough Council** *"Sports, Leisure & Cultural Services"*

Swindon has a reputation for high quality Leisure facilities with a rich legacy from the building investment of the former Thamesdown Borough Council. The Link Centre and Oasis Leisure Centre head the facility portfolio, both built in the early 1980s and both still regarded as regional centres. However the service had lost its way in recent years as continued uncertainty, lack of leadership, strategy and focus meant that the expectations brought about by this strong reputation were not being met in service delivery. This submission chronicles some of the confusion that surrounded service development and how as a result of engagement of the Best Value Consultancy to facilitate a change programme the service has reinvented itself. The submission centres upon the renewed focus, improved performance and the dynamic role that the management team has taken in developing the innovative new staffing structure. Above all the submission is a story of successful empowerment. In the past year a revenue deficit of £475,000 (2004/05) has been transformed into a surplus of £130,000 on the budget for 2005/06. Further partnership working will continue to target hard to reach groups, club liaison is better than ever before and performance management is taking a real hold within the service. The Oasis Leisure centre renewed its Quest accreditation scoring 71% (within the top 15% of centres nationally).

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## Best Service Team of the Year - Social Care Services

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*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 the TUC and Labour Party's largest affiliate, it has considerable influence in shaping industrial and public policy.*

### **Finalists**

#### **Blackpool Council**

##### *"In-House Home Care Service"*

Blackpool Council in-house home care team is a prime example of the impact that new ways of working and shifting budgets around can make on the lives of vulnerable people living in the local community. In the last few months the service has refocused the way it delivers services to service users whose only wish is to remain living at home. By talking to service users and their families, social workers and frontline staff we recognised that Blackpool needed an agency which would rise to the challenge of providing services to the more demanding and varied service users who are in need of more complex packages of care, and have staff with the versatility to cope with the challenge. They decided to divide their service into four specialist areas, creating teams which would allow them to deliver a wider range of services,

providing greater choice tailored to meeting individual need. The benefits for the residents of Blackpool are: Reassurance and peace of mind to frail and vulnerable people; Physical and psychological contact for service users; Continuity of care; Greater choices in the services available; Options for people to remain living independently at home with a tailor made package to suit their needs; Less intrusive service than waking watches, and; Respite for carers and families; Elimination of duplication of tasks.

#### **Carmarthenshire County Council**

##### *"Children's Services"*

Carmarthenshire Children's social care services have seen an exceptional improvement in the delivery of services to the public. The service has completely refocused from being an investigative and punitive service offered to families to being one which supports families to offer better care for their own children. This has resulted in a growing number of families coming for help as a crisis develops in their lives rather than struggling on and then failing irrevocably. External inspections and an analysis by Lancaster university highlights a dramatic refocusing of services resulting in less looked after children, less children on the child protection register and more children supported in their families whilst maintaining safe services. This has been a county wide achievement with limited resources producing exceptional outcomes for children and families. A massive restructuring and refocusing of its support services has resulted in improvements in staff retention, and recruitment has shown significant improvement with 100% front line managers in post and 95% of qualified front line posts filled.

#### **Hull City Council**

##### *"Teenage Pregnancy Support Service (TPSS)"*

Pregnant teenagers and teenage mums and dads represent a

relatively small group of young people. However, both the young people and their children represent a particularly vulnerable group within Hull. The TPSS (Teenage Pregnancy Support Service) has demonstrated innovation in delivery of services to this client group and shown the need to have a specialised service for teenage parents / parents-to-be that fits within the wider context of geographical services for families e.g. children's centres. The TPSS is a small service which has created a dynamic and friendly team. The service has evolved with a variety of models of support to maximise what it can offer to teenage parents. The service now sees nearly all pregnant teenagers (under 18) across the city some referred through established routes e.g. via maternity or schools but some are self referred having heard good reports from previous or existing clients. Strong partnerships have maximised the potential for work provided by the TPSS e.g. School Girl Mum's Unit, The Warren young peoples centre, Housing providers and Midwifery services.

#### **London Borough of Barking &**

##### **Dagenham**

##### *"LACHES"*

The Looked After Children's Health and Education service was established in 2000 to improve the outcomes for children and young people in care of Barking and Dagenham. The Council decided to invest additional funds in the service in 2004. At that time only 15 % of Barking and Dagenham looked after children were achieving 1x GCSE A-G. An action plan was put in place to deliver strategies aimed at raising achievement and improving life chances for this vulnerable group of young people. LACHES was expanded to become a multi disciplinary team including advisory teachers, learning specialists, case workers, and a looked after children's nurse. A service manager was also appointed to lead on looked after children's life chances.

The work of the service was supported by the Corporate Parenting Board and the Chief Executive of the council. A voluntary partner was engaged to work with the team for one year on providing training for social workers and producing guides for foster parents and social workers on education parenting as well as study guides for young people. By October 2005 100% of looked after children in Barking and Dagenham had a personal education plan in place

**London Borough of Tower Hamlets**  
"Sonali Gardens"

Tower Hamlets is a socially and economically diverse inner London borough. It has a large Muslim population, with 33% of local people of Bangladeshi heritage. Sonali Gardens, an integrated extra and day care scheme, is an innovative and highly regarded facility, developed following extensive consultation with local people. It is not an exclusive service, but it has been designed to meet the specific needs of elderly people from the borough's Muslim communities, whose needs were not being met by existing provision. Services are provided in partnership by the Council, EPIC Trust (the extra care provider), Circle 33 (the landlord) and St. Hilda's (the day care provider, based in the third sector). In July 2004, 40 self-contained adapted homes were built as part of this initiative around an enclosed courtyard and combined extra care with a day centre. 31 of these units have already been filled, which demonstrates the success that staff have had in communicating and building confidence in the facility with Bangladeshi elders and their families, to the whom the idea of 'stranger care' was unfamiliar. It has been widely recognised as an example of good practice by central and local government and has won a number of plaudits, including a recent Community Care award.

**Overall Service Team of the Year**

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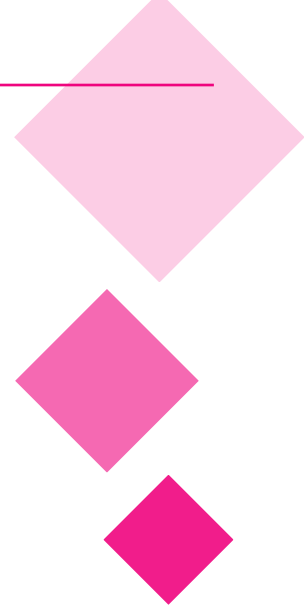
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*T. 01285 886 020*

**The Overall Service Team of the Year will be selected on the night from the ten overall winners from each of the service categories.**





# APSE Service Awards 2007

**For details on how to enter the 2007 APSE Service Awards, contact:**

**Gillian Shields, Research & Advisory Officer**  
Association for Public Service Excellence (APSE)  
Floor 11, Council Offices, Almada Street, Hamilton, ML3 0AL

**Email: [gshields@apse.org.uk](mailto:gshields@apse.org.uk)**

**Tel: 01698 45 4015**

**Fax: 01698 454 183**