



Annual Seminar 2007

18 - 19 September
The Sage Gateshead

Annual dinner and service awards programme 2007





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Evening programme

- 18:45 Pre dinner drinks sponsored by Gateshead Council
- 19:30 Annual dinner commences with entertainment
- Comfort break
- 21:00 APSE Annual Service 2007
- 22:00 Evening entertainment commences



Annual dinner menu

Trio of salmon

(salmon tartare, salmon mousse served on a crouton, oriental salmon)

or

Fresh asparagus with hollandaise sauce (v)

Mange tout and cauliflower cheese pan fried fillet of beef with a wild mushroom and baby onion sauce served on a rosti potato, roasted new potatoes, baby carrots

or

Roasted mediterranean stack with a red pepper sauce served with couscous (v)

Raspberry crème brulee with shortbread fingers

Tea or coffee and chocolate mints



Service award categories

1. Best employee and equality initiative

Sponsored by UNISON



2. Best elected member development initiative

Sponsored by Toltec



3. Best housing and regeneration initiative

Sponsored by Cognito Limited



4. Best efficiency initiative

Sponsored by IBS OpenSystems



5. Best healthy living initiative

Sponsored by School Food Trust



6a. Public / private partnership working

Sponsored by Eversheds



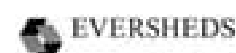
6b. Public / public partnership working

Sponsored by Eversheds



6c. Public / voluntary partnership working

Sponsored by Eversheds



7. Best community and neighbourhood initiative

Sponsored by IIZUKA Software Technologies



8. Best information and communication technology initiative

Sponsored by Consilium Technologies



9. Best environmental initiative

Sponsored by Walker Morris



10a. Best service team: construction and building

Sponsored by Hays Construction & Property



10b. Best service team: catering

Sponsored by Fretwell Downing
Hospitality



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

Sponsored by SEBO (UK) Ltd



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

Sponsored by IQ Associates



**10e. Best service team: transport and
fleet**

Sponsored by Fraikin



**10f. Best service team: waste
management and recycling**

Sponsored by Heil Europe Ltd



**10g. Best service team: streetscene and
public realm**

Sponsored by Beacon Dodsworth



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

Sponsored by SGM (UK) Ltd



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

Sponsored by Notts Sport



10j. Best service team: social care

Sponsored by UNISON



**11. Overall council of the year in
service delivery**

Sponsored by APTUS Personnel



A guide to the finalists

1. Best employee and equality initiative

Sponsored by



Aberdeenshire Council

"Women in to Management - Chrysalis Development Programme"

The Equal Opportunities Commission report entitled "Facts about women and men in Scotland 2002" recorded that 29% of management and senior official jobs were held by women - Aberdeenshire Council's figure was 7% lower and raised issues that Management Team were keen to address.

Following in house research, the Chrysalis programme was developed to increase the confidence of participants, raise awareness of the match between individuals and a selected leadership competence framework, promote effective team working, identify how to improve the recruitment and retention of female leaders.

Carlisle City Council

"Get On Move On Training & Development Initiative"

Carlisle is a relatively isolated City and recently we have had difficulty in recruiting staff. A policy of internal development (grow your own) is seen as an option to go some way to resolve this. A Skills for Life (S4L) Strategy was formally approved by the Council's Executive in August 2006. It shows how the council is to become a Learning Organisation so as to underpin its key priority in its Corporate Plan of Carlisle: the Learning City.

City and County of Swansea Council

"Corporate Building Services Workforce Development Strategy"

The Authority's Building Service Division is currently undertaking a major programme of staff training and development. This is taking form through a number of initiatives, together they are all aiming to produce a skilled workforce to meet the needs of the 21st century.

They are endeavouring to achieve this by the

implementation of a "cradle to grave" workforce development strategy targeted at all levels and stages of employment ranging from "growing your own" craftsperson's to career for life opportunities.

Crawley Borough Council

"Let's FACE it! (Skills for Life)"

Crawley Borough Councils, Amenity Services Division, has founded a well resourced and award winning Skills for Life programme as part of its Lets FACE It! Initiatives address top priority issues.

By going through the programme our employees, are achieving the values and vision of Crawley's Community Strategy creating a better quality of life for themselves and their families.

Fife Council

"Chance to Advance"

Fife's Catering Service employs a workforce of 760.

About 4 years ago, we identified employing Assistant Cooks/ Cooks as an emerging problem - there was a concerning and

growing lack of response to job adverts. We carried out an 'age/workforce profile', which highlighted that 20% of our Cook Supervisors were between 55 and 65 years; about 20% of our experienced cooks and supervisors were due to retire in the not too distant future; and there was a 40% turnover in Catering Assistants every year. If ever there was a need for succession planning it was now!

Local Government Staff Commission Northern Ireland

"Woman in Local Councils - Making a Difference"

Our Initiative has brought together key local government stakeholders to work collaboratively to address the problem of the under representation of women in Local Government in Northern Ireland. A particular unique feature of the Women in Local Councils initiative is the appointment of 'Change Champions' by the 26 district councils, by the five main political parties and by the Northern Ireland Local Government Association. These 37 Champions are committed to maximising the profile of the initiative and ensuring

its implementation at local level.

Tameside Metropolitan Borough Council

"Staff Development Programme - Apprentice to Supervisor"

Our Engineering Services Operations Division developed and implemented a training programme to improve the skills of future supervisors in order to meet rising customer expectations and the service improvements demanded by changing local government legislation. A flexible training scheme was developed in-house to take volunteer site operatives into the main depot offices for three to six monthly periods to gain an understanding of management, performance monitoring and administrative systems. In addition weekly one-to-one training sessions, designed to specifically meet the needs of each individual, were provided to develop confidence, supervisory and inter-personal skills.

2. Best elected member development initiative

Sponsored by



Blackpool Council

"Licensed to Learn"

The Licensing Act presented Blackpool with a challenge in terms of learning, workload and new responsibilities. Our member development programme was designed to address these areas and assess the impact on the local community:

Phase 1 - Understanding / learning: through a comprehensive programme of training, workshops and supporting resources .

Phase 2 - implementing the learning and assessing its impact: through focus groups and extensive consultation.

Bolton Council

"Working with Members to make a Difference"

Members commented that they felt that Highways and Engineering Delivery was faceless and gave little regard to what Members and customers wanted. A framework was required to remedy this and thus

develop our relationship for a more connected service.

The headline objective of the initiative was to significantly develop the relationship and communication between Officers, Members and Area Coordinators, and provide a better service for the benefit of local communities.

Crawley Borough Council

"Improving Member Capability"

Crawley Borough Council has adopted a comprehensive and innovative programme and invested significantly in developing the capacity and competencies of elected Members. Working with the IDeA and led by Member champions, it has involved 'rounded reviews', personal development plans, tailored learning and development and a cross-party Member Development Working Group. The outcomes include an enhanced role for - and better informed - Members and improved performance.

Kirklees Metropolitan Council

"Councillor Development in Kirklees"

The Kirklees Councillor Development Project started out as a two year project in June 2005. Since then, we have achieved all of the objectives set out in the project plan:

- Strategy agreed in 2005
- 52/69 councillors have a current development plan
- 227 attendances by councillors at 39 skills development sessions
- Service briefings, one-to-ones and audio learning
- 9 councillors on a Post Graduate course for councillors
- 10 Councillors' Guides
- Achievement of the Charter (September 2006)
- Mainstreaming Councillor Development

Liverpool City Council

"Liverpool Councillorship Programme"

There was a need to formalise the range of training activities available for Members, and put in place a structured but flexible package which clearly relates to the roles of Councillors, recognising the time demands on Members in its delivery and evaluation.

The programme identifies the skills and knowledge which Members

accumulate in carrying out their roles, giving recognition of learning through awarding a Certificate in Higher Education. The training programme delivers basic core skills, offering advanced levels for those wishing to pursue role development, personal skills, development and the accreditation. This is equivalent to a higher education award and is accredited by the University of Chester (UoC).

Sandwell Metropolitan Borough Council

"Leading by Example"

A number of exciting initiatives are ensuring that councillors in Sandwell get every opportunity to develop themselves and their ability to serve their constituents.

Tailored projects range from "political buddies" for new members to personal development plans for every councillor.

Much time and effort is being put in and Sandwell's programme, while always being prepared to innovate, provides a solid basis for effective action.

3. Best housing and regeneration initiative

Sponsored by



Fenland District Council

"Nene Waterfront Regeneration Project"

The award winning £47 million Nene Waterfront Regeneration Project in Wisbech will transform more than 20 acres of derelict land that has lain dormant for more than 20 years into a thriving development that will create 150 jobs, 300 new homes and business units, as well as moorings for yachts and other boats.

The project will remediate contaminated land and will deliver a new mixed use housing development, which will include a proportion of affordable housing.

The diversity of the project will help to reinforce and expand the employment base of the town and will provide new training and conference facilities, and will promote new environmentally sustainable living environments.

Harlow District Council

"Mia Court Self-Build Scheme"

The Mia Court initiative was something quite out of the ordinary. It saw an under-used garage site and a dilapidated Council house turned into affordable social rented homes for 12 households. But what made the initiative really special was the fact that the tenants were involved in the building of the apartments, and as well as securing accommodation for them, it enabled them to obtain new skills and competences that they can use both in their home lives and in future potential employment opportunities.

There have been other self-build schemes, but normally these are for people who will be owner-occupiers. It is believed that this was the first case where all the properties would be social rented units, allocated to people from the Council's waiting list.

Kirklees Metropolitan Council

"Deighton Brackenhall Initiative (DBI)"

The DBI area (2,400 properties) suffered from a

range of interlinked factors commonly seen as deprivation indicators. The area had an over supply of social housing (75%), poor environment, high crime, poor health, lack of access to services and facilities and poor reputation. The area has consistently been in the top 10% most deprived nationally and has two of the top 3% most deprived Super Output Areas (SOA'S) nationally. Extensive consultation with the community and other key stakeholders was undertaken resulting in the formation of a number of action groups and an overall Vision and Masterplan for the area. In

Midlothian Council

"New Social Housing Project"

The project forms a major part of the Council's wider Local Housing Strategy (2004-2014) that analysed local demand as requiring 1,800 affordable homes of which Midlothian Council would deliver 1000 from their own resources. The remainder, it is hoped, being delivered by developers and Registered Social Landlords with the assistance of Communities Scotland.

Increasing cases of overcrowding and families with little hope of obtaining a family house have caused Midlothian Council to commence an ambitious regeneration project to add some 20% to their existing housing portfolio in 5 years. This £105m project is fully funded from within the Council.

Optima Community Association in partnership with Birmingham City Council

"Park Central, Attwood Green Phase 1"

Park Central, Attwood Green Phase 1 is a major £350m mixed use urban regeneration scheme in Central Birmingham covering 60 acres. Currently in its 5th year of a 10 year programme it is transforming an area of former no-go council estates into a vibrant and thriving urban quarter consisting of a mixed use development of houses, apartments, shops, hotel, business and community facilities. Upon completion it will ultimately provide up to 1700 new homes including 225 socially rented homes, 26,500m² of commercial space, community facilities and

retail uses that will surround eight acres of landscaped community parkland.

Renfrewshire Council

"Estate Management Development Group"

Out of a possible highest scoring 3 stars, the service was addressed as 1 star performing authority from a peer review evaluation facilitated by the Scottish Housing Best Value Network on our Estate Management Service. The key criticism from the peer review was the poor physical condition of our estates, which then impacts on our customers' satisfaction and standard of living.

The EMDG comprises enthusiastic staff members who volunteered to participate in the group due to their interest in the field and they were charged with the responsibility to:

- Deliver an effective Estate Management Service to Renfrewshire communities
- Take the lead on estate management issues and initiatives
- Improve and maintain performance on estate management issues

The true validation of the success of the EMDG came in September 2005, when our Estate Management Service was subject to a peer review. Following the impacts of the EMDG and the initiatives they developed and implemented, Renfrewshire Council's Estate Management Service was awarded a three star rating which is the highest possible grading and we were the first authority in Scotland to receive this distinction.

4. Best efficiency initiative

Sponsored by



Aberdeen City Council

"Management of Empty Homes"

In September 2005, following a critical report on its Housing Management Service, Aberdeen City Council set itself a challenge to substantially reduce the number of empty council houses in the city. Eighteen months on, the Council has not only met its target, it has exceeded it by reducing the number of voids from the September 2005 figure of 1,586 to just 333 by March 2007. The improvements to the service have been so successful that the Council achieved its target of 2.5% void rent loss by March 2009, two years ahead of schedule. As a direct result of this, the Council has secured an additional £2million in projected annual rent income which is being reinvested to help reduce rent increases and to bring about improvements to people's homes, directly benefiting

the tenants themselves.

City and County of Swansea Council

"Gas Maintenance Service"

The Gas maintenance service provided by Corporate Building Services within the City and County of Swansea had not changed since the contract was won through CCT in May 1997. In order to provide an effective and efficient service that utilised resources fully changes had to be made. There are three areas within the Gas Maintenance Section, Servicing, Break Downs and Boiler Renewal. Each area had to be reviewed to ensure that any changes implemented did not have a detrimental affect on the others. Given the magnitude of the changes that had to be made it was decided to review the whole service rather than specific areas.

Gateshead Council

"Highways Efficiency Initiative"

In order to bring about the necessary improvements to Highway Maintenance a fundamental review of the highway maintenance service provided by two separate groups of the

council was carried out. This research concluded that there were more effective and efficient ways of joining up these routine and ad-hoc highway maintenance services and that the optimum way was to combine highway inspection with the provision of the operational highway maintenance service. This would remove duplication and unnecessary administrative processes in the Development and Enterprise and Local Environmental Services.

Kirklees Metropolitan Council

"Kirklees Building Services"

Kirklees Building Services aims to provide quality repairs carried out speedily, on time, on a tradesman's first visit and at the appointed time. We recognise that, in order to meet this requirement we needed to adopt the latest technology available for the planning, organisation and management of Council Housing Responsive Repairs and Gas Servicing.

Mobile working technology allows us to arrange appointments for repairs at a tenant's convenience, and by using Personal Digital

Assistants (or PDAs, which are handheld computers) operatives can receive instructions and update job status remotely in real time.

Renfrewshire Council

"Customers Matter"

To ensure that we meet the changing needs of our customers, and the growing demands on public sector organisations to modernise and develop customer service provision, we have embarked on an extensive improvement programme over the past five years, underpinned by our Customer Service Strategy. At the heart of this initiative is our desire to provide the best possible customer service experience to our customers, in the most efficient way to them, and for ourselves as an organisation.

Rotherham Metropolitan Borough Council in partnership with BT - RBT (Connect) Ltd

"eProcurement"

A partnership between Rotherham Metropolitan Borough Council and BT has transformed the way the council buys in goods and services.

Our eProcurement systems

have delivered efficiency savings of £2.5m over the last year. Savings of £3m are anticipated in the current year, and £3.5m the year after. These savings are helping to fund brand new one stop customer service centres throughout the borough.

New methods of procurement are helping the drive to regenerate the borough, which is re-inventing itself after the demise of its traditional coal and steel industries. Supply-chain opportunities have been created for local businesses and the voluntary and community sector which provide a significant boost to the local economy and jobs.

5. Best healthy living initiative

Sponsored by



Daventry District Council

"Souperman! - Daventry's Community Garden"

"We call you "Soupermen" because you Rangers helped us make soup from vegetables that we grew in your garden."

This project promotes healthy eating, food safety, food hygiene, organic growing and exercise. Many families and youngsters are out of touch with where their food comes from. They don't appreciate healthy eating and regular exercise. This project tackles these modern day issues in unique, relevant and invaluable ways.

East Ayrshire Council

"The Community health Improvement Partnership (CHIP) Project"

East Ayrshire Council's CHIP (Community Health Improvement Partnership) project has been extremely successful since it started in 2001. The unique mobile healthy living centre which

started the project is eye-catching and innovative and takes health promotion to the doorstep of East Ayrshire's most deprived communities.

The Lifestyle Referral Scheme now has every GP practice, and both main hospitals, signed up to refer patients who need motivation and support to change some aspect of their lifestyle which will improve health outcomes. This programme has attracted over 2000 referrals in the last five years

Golden Gates Housing

"Improving employee attendance, health and wellbeing"

GGH inherited an organisation that experienced relatively high absence levels, high turnover, poor work/life balance and high stress levels.

A range of initiatives have been introduced to combat the problems which were:

- prize draws and bonuses for staff with full attendance
- revised attendance reviews and procedures
- annual health checks and a sustained health campaign

- a confidential employee help line accessible 24/7
- flexible working including homeworking, compressed hours & job sharing.

Two years on the results speak for themselves.

Merseyside Fire & Rescue Service

"Firefit Kids"

This is a youth engagement project (4-18 year olds) that aims to create a fun environment where young people engage with local firefighters utilising physical training in schools as the vehicle.

School assemblies are utilised to discuss all areas of fire safety and the service in general. This fulfils another core aim of Merseyside Fire & Rescue service by generating referrals for a Home Fire Safety Check (HFSC) by the service in the home of the young person. The subsequent monthly physical activity sessions are very carefully risk assessed by the service and the school and consideration is given to the fitness levels of all children within the group which means no one need be excluded. They fit directly within the PHSE

curriculum and are tailored to suit the facilities available at the school.

Newcastle City Council

"Year of Exercise & Sport - YES2006"

Newcastle Upon Tyne is a city that faces huge health problems. The council's response has been to lead a coordinated campaign to raise the profile of sport, exercise and physical activity in Newcastle with one main aim, to encourage the residents of Newcastle to become more active more of the time. This campaign has been led by Newcastle City Council who decided that a steering group would be set up to oversee the initiative. The group would include representatives from across Newcastle's private, public and voluntary sectors, a community engagement exercise would be undertaken to inform and drive the programme of activity and evidence would be gathered to establish the effectiveness of YES2006.

Sefton Council

"Sefton Active Workforce Pilot Initiative"

The Sefton Active Workforce Pilot Project has



been established through a pro-active partnership between Sefton Council and Sefton Primary Care Trust PCT). Funded through Sport England's £1 Million Challenge and lasting for a period of 12 months, Active Workforce is giving employees of the above organisations the chance to include physical activity into their working lives and facilitate the evaluation of health benefits to the individual and the organisation in terms of increased morale, retention of employees, reduced absenteeism and better stress management.

Stockport Council

"The Healthwise Challenge"

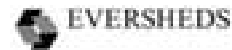
The Healthwise Challenge was a ground-breaking exercise for Stockport Council, as it was the first campaign to target employees by raising their awareness of health and wellbeing issues. One of the action points following Employee Attitude Surveys conducted over the last three years is to take issues such as stress/worklife balance more seriously by raising their profile and this campaign has gone some way in doing that. The objectives were to help

drive down employee sickness absence, inform employees about the wellbeing initiatives which the Council already has in place and the importance of looking after their own wellbeing.

The budget for the whole campaign was just 69 pence per employee (£4,140). In the period after the campaign took place, 44% fewer days were lost through sickness absence. Over a year this would equate to savings of £1.58 million for Stockport's Council Tax payers.

6a.Public / private partnership working

Sponsored by



Belfast City Council

"Cultural Tourism Visitor Management Plan"

Belfast City Council, through its Tourism Development Unit produced a Cultural Tourism Visitor Management Plan to effectively manage visitors in the city and to encourage them to explore other areas of the city. The plan goes beyond the areas of focus and moves into the general realm of tourism management, product provision, quality and accessibility. This project is an investment of £1.2 million in the tourism infrastructure delivering both short and long term benefits to visitors.

The Council adopted a public private partnership approach to implementing the CTVMP to get city wide buy in and to draw on every strand of help and resources available. The partnership comprises in excess of forty partners from public and private sector, NGOs, voluntary organisations and charities.

East Riding of Yorkshire Council

"Partnership Working"

The East Riding of Yorkshire Council entered into a groundbreaking 8 year Public Private Partnership (PPP) with arvato government services (ERYC) Ltd (arvato) on 1 October 2005. Unlike traditional PPP's 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. This agreement will help the council to achieve their aims for the community - the "Shared Priorities". The partnership is significant and innovative in many ways. It will deliver:

- Increased performance and efficiencies
- 600 new jobs aimed at alleviating unemployment in deprived areas and the over 50's age group
- Development of a regional business centre.
- Top Ten performing services
- Pump prime funding to community schemes

Nottingham City Council

"Magpies, Squirrels, Bears and Balls"

The Magpies (mascot of Nott's. County Football Club) - work with the Clubs Community team has established an award winning citywide schools teacher mentoring and extra curricular participation programme.

Nuts the Squirrel (mascot of Nottinghamshire County Cricket Club) - the formation of a partnership agreement to jointly fund a dedicated City Cricket Development Officer has lead to a Street Cricket programme nationally commended as the most successful in the country.

Sherwood the Bear (mascot of Nottingham Forest FC) - initiatives have been developed with the Clubs Community programme to tackle crime and anti-social behavior and promote healthy lifestyles. The overall mission of Nottingham City Council's Sport and Leisure team is "to Inspire More People to be More Active, More Often".

South Lanarkshire Council

"Home Happening"

South Lanarkshire Council's

HomeHappening

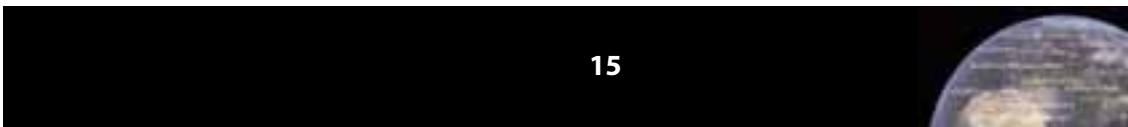
programme - the largest council housing improvement programme in Scotland - has invested £3¼ million a month over the past two years (2004/5 - 2006/7) to improve the quality of life for tenants and local communities through the modernisation of 25,000 kitchens and 22,500 bathrooms, alongside a number of other external fabric and environmental project improvement works.

Through effective public-private partnership. HomeHappening has delivered 11,000 new Kitchens and Bathrooms, inspired high levels of customer satisfaction, delivered value for money through whole-of-life costing, demonstrated continuous improvement and improved more than 40% of the entire council housing stock.

Telford & Wrekin Council

"Telford Sports, Learning & Enterprise Village"

Telford United football club went into liquidation in 2004 and its stadium was under threat of closure. This had a significant impact on the whole community, the impending loss of the stadium, and the



jobs associated with it, was seen as a disaster. Following the establishment of a new football club, AFC Telford Utd, by the supporters, a new partnership and social enterprise model has been developed. The Telford Football & Sports Foundation has been formed as an umbrella partnership body. The joint working and bringing together of the 'Sport Telford' approach for sites, public/private partners and sports is becoming a reality.

The public/private partnership approach and model is about making a difference through 'Excellence and Social Inclusion' locally and nationally to help ourselves and others. Our model incorporates the regeneration of communities and has a primary focus on children and young people installing civic pride across the Borough.

Walsall Council

"Public Lighting"

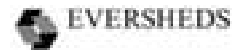
Walsall Council's street lighting PFI partnership with Walsall Public Lighting Ltd proved a real success. This project has contributed to a significant reduction of road traffic accidents, night-time crime and fear of crime.

The partnership has pioneered numerous innovations of which one was to pilot an emergency planning system as well generating third party revenue through advertising on lampposts.

Our third party revenue generating initiative will generate over £240,000 per annum for the council. After three years of striving to generate significant third party revenue, this public private partnership has finally achieved significant success in 2006.

6b. Public / public partnership working

Sponsored by



Carmarthenshire County Council

"Environmental Crime"

The aim of this initiative was to proactively deal with enforcement matters relating to environmental crime which can be categorized as fly tipping, dog fouling, trade waste, domestic waste and abandoned vehicles. The small section through continued development have exceeded expectation by investigating all levels of crime, seizing vehicles, warrant applications and utilizing covert equipment to catch fly tippers.

This notoriety was recognized at local level within Dyfed Powys Police and a number of joint initiatives have been undertaken including a protocol allowing Police Community Support Officers to issue the authorities fixed penalty tickets.

The key elements, which provided the driving force behind this initiative were:

1. A clear enforcement strategy illustrating how

enforcement is undertaken through policy and legislation

2. Street Scene business plans which demonstrate continual development.

3. Best practice document tried tested by Welsh authorities.

Kettering Borough Council

"Customer Services and Information"

At Kettering Borough Council (KBC) we have an obsession with the customer - the Customer is always the prime focus of all decision making. Customer consultation and research identified that an overwhelming majority wanted customer service centres located near to their homes. They wanted a mixture of services by multi skilled staff, from a range of different agencies delivered. As a result, 3 'one stop shops' were opened over the past 12 months in the A6 towns surrounding Kettering, each offering a range of services from the police, Fire, County Council and voluntary agencies.

London Borough of Enfield

"Street Action for Enfield (SAFE)"

SAFE is a project, which has brought the Council, and its major partners including the Metropolitan Police, Fire Service and Housing Associations, together to deliver environmental, social and crime related improvements to Enfield communities. SAFE brings ownership, shared intelligence, resources and commitment, a performance managed framework and a mechanism to deal with cross cutting problems such as noise, environmental degradation, anti-social behaviour, with crime and fear of crime, significant concerns for our communities.

Nottingham Authorities Vehicle Procurement Consortium

"Joint procurement of refuse collection vehicles"

Eight Nottinghamshire Councils are the first in the UK to join forces to buy twenty-seven new refuse collection vehicles all to the same specification. The first vehicles will be delivered in April 2007 from manufacturers Faun. This two-year collaboration will achieve savings of over

£250,000, with further savings being made if the contract is extended for a further two years. All partners have benefited from the collaboration with closer working relationships having been forged, together with a willingness to work together on future projects, for example, to buy light good vehicles.

St Helens Borough Council

"St Helens Reablement and Rapid Response Service"

The St Helens Reablement and Rapid Response Team is a multi-disciplinary intermediate care service whose primary aim is to promote the independence of people aged 55 and over, and to enable them to continue living within the community. It is a joint funded health and social care project between St Helens Council and Halton and St Helens Primary Care Trust.

The service provides an excellent example of how joint working between agencies can provide benefits not only for the users of the service but also the partner funding organizations and the staff working within the service.



Sandwell Metropolitan Borough Council

"Sandwell Integrated Support Service"

This submission relates to a partnership between education, social care, primary care, acute hospitals, mental health, connexions service and youth services in Sandwell.

The partnership was begun in 2001 following recognition that children and young people with learning difficulties and/ or disabilities (LDD) and their families were finding difficulty in accessing community based services, services were not being co-ordinated around their individual needs and consequently many of our most vulnerable families were receiving inadequate support. The partnership led to integration of key-teams and professionals into the multi-agency Sandwell Integrated Support Service (SISS), which was launched in April 2006.

Sefton Council

"Sefton Tower PPO Team"

In 2003 'Operation Tower' became the first partnership programme to address Priority and other Prolific Offending in Merseyside.

As a programme 'Tower' prioritised its interventions to focus on Prolific and other Priority Offenders (PPO's) who primarily commit offences of robbery, burglary and autocrime. The project offered a range of interventions, both supportive and punitive, designed to reduce the harm caused to the wider community as a result of their offending lifestyles.

In 2006 the Tower partnership completed a comprehensive review and identified a need to build on previous successes by re-defining the roles of each of the partners.

Operation Tower 2 (T2) moved the agenda on. It saw the creation of a Joint Agency Group (JAG) as a governance structure that established clear agency focus, commonality and interagency boundaries.

6c. Public / voluntary partnership working

Sponsored by



City of Edinburgh Council

"Edinburgh Reading Champion Project for Accommodated Looked After Children"

The Edinburgh Reading Champion Project is an innovative city-wide initiative aimed at encouraging reading activities for looked after and accommodated children and young people (LAAC), so that books and reading become part of their everyday experience. Involving a range of partner organisations, the project brings together library and child care staff who are committed to improving the reading experience of children and young people in residential care.

The Reading Champion, based in the Services for Communities Department, Access Services library team, carries out reader development work with Care staff, Library staff and looked after children and young people, using multi media collections in the centres as the main resource for reader development activity.

Dacorum Borough Council

"Buncefield Community Recovery Taskforce"

The focus of this entry is how the local public and voluntary sector pulled together in the months that followed the explosion at Buncefield oil depot. It highlights how a multi-agency Community Taskforce was set up to co-ordinate the response by gathering data and anecdotal evidence to look at how the disaster had affected local people, implementing a programme of work to address immediate and long-term needs, setting up innovative projects to rebuild community confidence and pride and providing care and support on an ongoing basis, picking up issues which would have otherwise been overlooked.

North Lanarkshire Leisure Trust

"St Stephens Primary School Six Hole Junior Golf Course"

North Lanarkshire Council's St. Stephen's Primary School has unveiled it's very own junior golf course, for use by it's own pupils and also those in surrounding

schools - a facility unique not only within the authority but believed to be a first nationally. Instead of playing football or skipping at playtime, pupils are now teeing-up to practise their driving and putting using plastic clubs and soft golf balls. The official Opening Ceremony was overseen by several local dignitaries and representatives from various organisations whose involvement made the whole project possible - the main partners being North Lanarkshire Council's Community Services Sport and Recreation (now North Lanarkshire Leisure Trust), Education Department and the project main sponsor North Lanarkshire Partnership (SIP).

Sandwell Metropolitan Borough Council

"Ideal for All Partnership"

Sandwell Council and Sandwell Primary Care Trust (PCT) are partner organisations with Ideal For All (IFA). This Partnership was set up to engage people with disabilities in the management of IFA, and to be involved in planning and deciding services that would best meet their aspirations and needs. A consultation exercise was commissioned

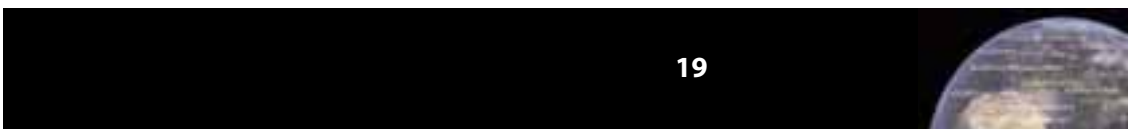
to evaluate needs of the local community particularly with regard to the experience of people with disabilities, including young people and their families. The outcome was an agreement to set up a strong advocacy organisation managed and represented by people with disabilities.

South Tyneside Council

"Financial Inclusion Partnership"

One of our greatest achievements in recent years has been to address financial inclusion and tackle over-indebtedness. We have increased benefit take-up, encouraged savings and enterprise and decreased amounts paid to high-interest lenders.

Creating and retaining wealth central to our plans to transform the borough, and we have had significant success in realising this aim through encouraging financial inclusion. A strong, dynamic partnership, formed in 2003 by the Council, TEDCO (local enterprise agency) South Tyneside Credit Union, Citizens' Advice Bureau and STRIDE our CEN developed a groundbreaking programme. Using Neighbourhood Renewal Funding to reduce



hardship, providing alternatives to high-cost lenders, assisting residents to gain financial capability. Our aim is prosperity, to create, retain and attract wealth and alleviate poverty.

Strathclyde Fire & Rescue

"ITS (Integration Through Safety) Glasgow"

Springburn Fire Station's Operational Area has a significantly higher than average proportion of Minority Ethnic Groups accounting for around 2,000 families, mainly residing in multi-storey flat accommodation.

Springburn Fire Station Personnel, in conjunction with its partners, including Glasgow Community and Safety Services, Greater Glasgow and Clyde NHS, Strathclyde Police are engaged in ITS Glasgow. This is a comprehensive Community Safety Campaign specifically aimed to facilitate integration of new communities and assist them to adapt to their change environment whilst highlighting risk from fire and other hazards.

Sunderland City Council

"Community Development Team"

In Sunderland we believe profoundly in the ability of front line services to make a huge difference in the quality of life for our residents. We are linking services innovatively in a way that means that the whole is greater than the sum of its parts, to impact on a wide range of government agendas including narrowing health inequalities; creating safer, stronger communities; creating a cleaner, greener environment, and ensuring every child matters.

The focus of this application is on the positive and significant impact that our partnership with Easington Lane Community Access Point (ELCAP) has had on the local community.

7. Best community and neighbourhood initiative

Sponsored by



Crawley Borough Council

"Let's FACE it!"

The Let's FACE it! Initiative promotes community cohesion by improving the local environment and neighbourhoods through volunteering.

Members take the lead, working with 'Link Officers' from the Council who provide support, advice and funding. Through the campaign, thousands of Crawley people are actively helping to make their area look and feel cleaner, greener and safer. This "together we can" approach engenders community spirit and fosters sustainable improvement to the environment.

Doncaster Metropolitan Borough Council

"Fare Exchange Scheme"

The Fare Exchange Scheme fulfils a prime role in reducing social exclusion and reduces the number of people who are unemployed throughout the Doncaster area as well as assisting in achieving Doncaster Transformational goals and values.

It has been identified that many people in the Doncaster area are socially excluded from the community due to various reasons such as age, disability, income, or geography. The Fare Exchange Scheme started in Doncaster in 2002 as a way to help tackle the issues of social Exclusion within the borough.

London Borough of Islington

"Fred White Walk - reclaiming a no-go area"

Working with residents, the police and outreach teams we have transformed the area into a safe and inclusive place which has become a symbol of community regeneration.

Crime is down by 60%, there are no outstanding insurance claims where previous payouts totalled £12,000, and Fred White Walk is demonstrating that a public highway is as valuable a public space as a park or playground.

Fred White Walk was a notorious no-go area. Reclaiming the area for local people was the result of a groundbreaking holistic approach.

Renfrewshire Council

"Junior Neighbourhood Wardens"

A Junior Neighbourhood Warden Scheme was introduced in May 2005. The project was piloted in partnership with local school Auchendodment Primary School. The project also received support from the local tenants and residents' organisation and community police officers.

The Junior Warden Scheme was aimed at children aged between 8-11 in the Johnstone Castle area of Renfrewshire and involves participation of 24 schoolchildren from P5 - P7, 2 x P7 schoolchildren appointed as Senior Junior wardens, senior wardens representing the Junior wardens at the monthly pupil's council meetings and Junior wardens dressed in identical uniforms to Neighbourhood Wardens

Solihull Metropolitan Borough Council

"NS Fusion"

NS Fusion is a 5-year project designed to engage young people and the community of North Solihull in sport and physical activity. Aimed at young people aged 10-24 years, it runs from April

2006 to March 2011 and has 4 elements:

1. Mobile evening activity sessions at crime hotspots.
2. Sporting and learning opportunities at 'Pathway' venues.
3. Holiday activity programme.
4. New Deal Welfare to Work training programme for 18-24 year old unemployed people.

Strathclyde Fire & Rescue

"Knock Knock Initiative"

With North East Glasgow forming an epicentre for hydrant vandalism, the area devised a new and unique strategy for tackling an age old problem. The foundations of the initiative were:

- Community Firefighters "anti social behaviour" talks for p6 to s2 pupils in the 75 primary schools and 10 secondary schools in the area.
- Local media
- Promotional materials including "Young Fire Crew" leaflets and flame coloured wristbands featuring slogans. During the 6 weeks leading up to the school summer holidays EVERY school in the area was revisited by



Community Firefighters to highlight the dangers of hydrant vandalism. 18,000 wristbands were distributed.

Following a severe outbreak of hydrant vandalism, Strathclyde Fire and Rescue entered into partnership with Strathclyde Police, Glasgow Housing Association, Local Housing Association and Streetwatch to tackle the issue.

8. Best information and communication technology initiative

Sponsored by



Aberdeen City Council

"Aberdeen City iKiosk Broadband Network"

In May 2006, Aberdeen City Council, with support from partners, launched an innovative new hi-tech public information system in the city. The information kiosk - iKiosk - network comprised seven touch-screen terminals based throughout the city - which give residents and visitors free 24-hour access to information about the council and Aberdeen and carry links to NHS Grampian, Grampian Police, and VisitScotland.

Users can make free internet phone calls to specified locations, send e-mails or video attachments; benefit from WiFi access within a 100m radius and get advice from Aberdeen's speaking "virtual guide", Kirsty

London Borough of Camden

"on-line fault reporting and web-based street works register"

Camden Engineering Service

has implemented an integrated technology improvement programme for the management of streetworks.

The programme has been implemented in five phases;

1. On-line fault reporting
2. Automatic work scheduling
3. Web-based streetworks register
4. Map-based data collection
5. Asset Management Plan

The outcome is that information available for the public on streetworks has been transformed through a world-class web facility, whilst significant back-office efficiency improvements have been achieved. The success of the programme has been acknowledged by the public, our partners and key stakeholders.

London Borough of Waltham Forest

"Transforming Council Services"

The London Borough of Waltham Forest has moved from being a no star poorly performing to a three star good authority in four years.

We have achieved this

remarkable turn round by putting the focus on the customer, in which we have unified the Council's ICT and Customer Services functions within a clear strategy and action plan which is strongly owned and supported at senior officer and Member level.

Development of ICT and customer services has been done within the framework of the Council's values - 'we put our customers first, respond pro-actively and flexibly, and join up our services wherever possible.'

Newport City Council

"Standard Teaching Effective Process (STEP) Managed Service"

Newport City Council's Standard Teaching Effective Process (STEP) Managed Service was introduced in 2000 and the 3rd three year project refresh is currently being rolled out. STEP has, to date, provided Information Communications and Technology (ICT) access to 15,000 users per year via 7,000 PC's across 59 schools within the Newport Local Education Authority (LEA).

STEP provides a standard hardware estate and software suite to all schools, supported by a dedicated

centralised team of IT professionals who aim to meet specified goals while working with schools to develop their use of ICT in the teaching/learning environment and enabling teachers to carry out their primary role of teaching.

Renfrewshire Council

"Digital Inclusion Project"

The Digital Inclusion Project is an Information and Communication Technology and lifelong learning initiative. In April 2002, the Project installed 300 free computers with Broadband Internet access into resident's homes in the social disadvantaged area of Johnstone West. In April 2006, the Project moved to Ferguslie and Moorpark, both disadvantaged areas, and has now installed 400 free computers with free Broadband Internet access within Ferguslie (350) and Moorpark (50). What makes the Digital Inclusion Project different from other "computers into homes projects" is its community development ethos involving local residents in a host of exciting multimedia learning opportunities. From the beginning of the Project, residents were involved in its development; the free PCs

and Internet access are seen as learning tools in order to help disadvantaged individuals, groups and communities to develop to their maximum potential.

Salford City Council

"Communication - the key ingredient in Service Transformation"

In today's "information age", the real key to successful service transformation lies in the ability to effectively communicate with service users in order to instigate a fundamental change in behaviour that complements the development of true value-for-money services.

Salford City Council's Environmental Directorate believes that we have successfully (and uniquely) transformed the way our services are now delivered through a process of improved communications management.

Southampton City Council

"ROMANSE Traffic and Travel Information Centre"

The ROMANSE (Road Management Systems for Europe) Traffic and Travel Information Centre grew out of Southampton City Council's desire to enhance



the vibrant and progressive environment of the City without consequent adverse traffic effects. This, coupled with a realisation that an extensive road construction programme to accommodate further traffic growth in the urban area was no longer feasible, led the City Council, along with its neighbouring authorities, to investigate how emerging technologies could help to provide more efficient and effective use of the highway network.

9. Best environmental initiative

Sponsored by



Barnsley Metropolitan Borough Council

"Implementation of Low Carbon Solutions at a Local Level"

Barnsley has the Policy, Strategy and Action Plan to confidently move toward surpassing the 60% carbon reductions target from 1990 levels by 2010 - 40 years ahead of the 2050 deadline!

Adopting emerging technologies has been the key to success. Principal to this in the early days was the application of computerised Energy Management Systems (EMS) particularly applied to coal fired boiler plant - which in 1986 supplied more than 80% of the Councils heat. Pioneering the radical concept of 'Airless Kindle' realised fuel savings of around 40% in buildings operating 'office hours' including schools. Changing design philosophy in line with emerging technologies served to further reduce the energy requirements of buildings significantly.

Belfast City Council

"Community Awareness Team, Belfast City Council"

Belfast City Council's Brighter Belfast anti-litter campaign is a fully integrated marketing campaign which includes many outreach aspects. Since the campaign's inception 3 years ago it has resulted in a 12% reduction in people stated littering behaviour. The Community Awareness Team deliver the anti-litter campaign and work with communities throughout Belfast to make the city a cleaner and brighter place.

The team are dedicated to promoting the important role young people in the city play in improving our environment and have delivered an anti-litter programme to 105 schools - over 30,000 pupils from Nursery to Key Stage 3 & 4 over the past three years.

City and County of Swansea

"Solar Panels @ Clydach"

The City and County of Swansea Housing Capital Works Program devised a phased re-roofing program to it's housing stock on an annual basis. The timing of this coincided with the

Authorities Energy Conservation Centre securing a grant from the Energy Saving Trust's Clear Skies Program which it was decided would fund the installation of solar panels.

Partnership working between the Housing Department as "client" and Corporate Building Services as maintenance surveyors determined that the best use of the additional resources would be to supplement the re-roofing budget i.e. to install solar panels as part of a re-roofing contract.

Cornwall County Council

"Constructing Sustainability"

CORMAC is changing the way it operates through the adoption of its 'Constructing Sustainability' Initiative (CSI). This approach is reducing the environmental impact of the business and improving the sustainability of all operations.

CORMAC's CSI has delivered both clear financial and longer term sustainability benefits. Definitive operational problems have been resolved and the business culture has been remodelled for the benefit of both the workforce and customers alike.

London Borough of Islington

"i-recycle Centre"

The i-recycle centre is an exciting interactive learning experience that aims to develop life-long sustainable waste habits. Developed in partnership with the Science Museum it uses innovative and creative cutting edge technologies to communicate waste reduction messages. The multi award-winning centre is the first of its kind in the country and remains unique in the UK.

Preston City Council

"Environmental Initiative"

In partnership with Lancashire County Council (LCC), Preston City Council (PCC) has pioneered a two-year trial collecting and composting food waste. Almost unique in the UK, this scheme collects food waste separately, every week, from 7500 houses in a densely populated, demographically diverse urban area. The trial explores the social issues and logistics around collecting food waste and the scientific issues around processing it into good compost. Communication and education is targeted and tailored to suit the diverse audiences

10a. Best service team: construction and building

Sponsored by



Blackpool Council

"Blackpool Building Control Team"

We have set out clear performance standards relating to the delivery of the BC service. We have monitoring systems in place to measure our achievements against adopted standards. We are accessible to our customers and have worked hard to develop communication links with them in order to improve our service for them.

We volunteered our service for a Best Value Review in 2001. This created a dramatic improvement in our performance and service delivery. Our improvement processes have now become embedded in our culture.

City and County of Swansea

"Corporate Building Services"

The City and county of Swansea's Building Services department is an all encompassing

multidiscipline operation covering the full range of Housing and Public Buildings construction and maintenance services. It was initially created some four years ago to deal with the outcome of a Housing Best Value Review and has been subject to a significant period of change since, to enable it to deal with the changing times facing Local Government services.

The organisation has therefore embarked on an extensive change process, coupled with the creation of a positive culture. This has resulted in improved customer satisfaction levels, improved satisfaction levels from Elected Members and Corporate Directors, an appreciation of the value of the service, and a feeling of value and worth for the employees involved.

City of Edinburgh Council

"Edinburgh Building Services - Promises Into Action"

Promises into Action (PIA) is the culmination of an employee-focused change management programme that has helped transform the performance of one of Edinburgh's key frontline services. The organisation was suffering from a lack of

direction, poor communications, demotivated staff and that in turn was reflected in its poor performance. New processes, new policies and new partnerships were developed to support the planned changes. A fundamentally different approach was required and the Promises Into Action programme was born!

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

Fenland District Council

"Building Control Team"

Fenland District Council's Building Control Service has achieved outstanding customer satisfaction results and performance figures, which have transformed the service. Building Control has also implemented innovative projects, which have vastly improved customer experiences, such as online submission of building

control applications. The scale of improvement is so pronounced that the Building Control service is applying for a prestigious Charter Mark later this year.

Overall customer satisfaction with the Building Control service is over 90%, with 95% of applicants satisfied with value for money and 96% of people are satisfied with the attitude and advice of Building Control staff.

Kirklees Metropolitan Council

"Construction and Building Service"

With an impeccable track record spanning over 30 years, Kirklees Building Services has solid roots in the social housing and public buildings sector and has rightly earned itself a reputation for the delivery of first class repair and maintenance services.

Some of the highlights of the year are:

- Securing a partnership in open competition with the Kirklees Neighbourhood Housing ALMO to deliver a £140m repairs and maintenance contract over the next 7 years.
- Being evaluated a top performer on Leeds Decent Homes in a thorough

independent review carried out by the Collaborative Working Centre (Part of Constructing Excellence) on behalf of the Leeds ALMOs.

- Successfully introducing automated scheduling and mobile working for repairs and gas servicing at Kirklees. (The subject of a separate APSE Award bid.)

- Being designated 'The Most Improved Performer' in the APSE Performance Networks Annual Awards event.

South Lanarkshire Council

"Building Services Health & Safety Management"

This submission highlights the results of dedicated teams working together to achieve aims and objectives linked to ensuring a safe working environment for all employees working within Building Services, the construction and property maintenance arm of Property Services, responsible for these functions across South Lanarkshire Council. From senior management to the front-line staff, each employee has at their disposal the required training and awareness required to carry out their job, with a degree of confidence and improved safety.

10b. Best service team: catering

Sponsored by



Dudley Metropolitan Borough Council

"Dudley Catering & Client Services"

The submission detailed the challenges that we have faced over the past 18 months, and how, notwithstanding these obstacles we have continued to improve, develop and accomplish standards that are difficult within normal conditions.

Th submission includes our aims and objectives, the challenges faced, our healthy initiatives and our achievements.

North Lincolnshire Council

"Catering Service"

The school meals service in North Lincolnshire was born out of a coming together in 1999 of catering staff from a private contractor and client staff from within the council. The service has coped with budget problems due to increased wage bills arising from job evaluation and

reducing levels of meal subsidy. Together these have totalled almost £1 million but the service remains viable with 100% of buy-back from our customer schools.

Salford City Council

"Citywide Services"

In the last few years, the issue of healthy eating within our nation's schools has risen to the top of the political agenda, influenced by TV chef Jamie oliver who, in 2005, spearheaded a nationwide campaign aimed at improving the standard of school meals.

After undertaking extensive research in 2004/5 via consultations with a range of key stakeholders, Citywide Services Management Team identified that the real key to improving the nutritional health of children and young people in the City of Salford not only lay in the ability to provide a healthy and nutritional school menu, but also in its ability to transform the way that its services were delivered through its commitment and dedication to Continuous Improvement.

South Tyneside Council

"Catering Service"

South Tyneside Catering



Services (STCS) is the in-house provider for 74 schools, 3 staff restaurants and a successful civic and events business.

Our Mission Statement

We will provide quality, nutritious menus and a friendly, professional service built upon Nutrition, value, flexibility, reliability, quality, consistency, commitment and continuous improvement.

Our submission aims to illustrate the skill, dynamism, enthusiasm and commitment of five energetic individuals who are passionate about school food! Their work, in partnership with internal and external colleagues, has allowed them to exceed targets for meal uptake and staff absence, and establish excellent working relationships for the common goal of improving children's lives.

Sunderland City Council

"Sunderland City Council School Meals Service"

The focus of our application is on Sunderland City Council's School Meals Service, which has always taken a proactive approach in the ongoing development of school meal provision, whether it

be through a £3million rolling investment programme in school dining facilities, the development of ever healthier menus, delivering comprehensive training packages for front-line catering staff, or supporting the development and delivery of the Healthy Schools Programme.

West Dunbartonshire Council

"Catering Service"

Today West Dunbartonshire is considered one Scotland's most deprived local authority areas however, work has been underway for some time to regenerate the catering service and make a strong and lasting impact on our customers.

WDC Catering Services team has risen to the challenge to work with key agencies and partners to improve accessibility, presentation and uptake of healthy foods. The catering team work tirelessly to raise the profile of the catering services, exchange innovative ideas and good practice and are a shining example of the valuable work that is being done daily throughout the country.

10c. Best service team: building/facilities cleaning

Sponsored by



Gateshead Council

"Building Cleaning"

Gateshead Council have recently been awarded four stars from the Audit Commission, CPA. Independent inspectors have assessed our services and awarded us the four star rating, this is the highest possible rating from the Audit Commission.

As an authority we are now planning ahead for 2030, expanding on our already 'can-do' culture, working with residents, partners and employees to meet the needs of the local people, ensuring that 'strong communities' must be at the heart of the vision 2030.

Building Cleaning is Gateshead Council's professional cleaning service offering a committed and cost effective service to its customers. We have continually improved our service since it was established in 1989. Our

service's clear, shared vision is projected through recognised high cleaning standards, a forward-thinking approach and highly dedicated teamwork.

Knowsley Metropolitan Borough Council

"Building/Facilities Cleaning Services"

The submission charts our progress in ensuring the Building Cleaning service we provide is capable of meeting our customers' expectations, and also the challenges and eventual success arising from having to compete with the private sector in securing the contract for the service for Knowsley's Building Schools for the Future (BSF) programme.

Knowsley is a first wave BSF Authority, and unique in that all of its ten secondary schools will be replaced as part of the programme with seven new Learning Centres. Building work will start in 2007 with the first Learning Centre due for completion by January 2009, and all seven completed by 2010.

North Lanarkshire Council

"Building Cleaning Services"
Over the last few years

there have been many initiatives implemented to assist in both improving the service delivery to the customer but also in working with our large employee resource to fulfill a team role for the service in working together to achieve our goals.

In 2006/07, this commitment to team work and excellence reaped the rewards for the service when it achieved Investors in People which encompassed 1850 employees in 500 different locations and retained its ISO9001: 2000 status. The service also carried out a best value review on the Janitorial, Caretaking and School Crossing Patrol Service and implemented many training and development initiatives.

Rochdale Metropolitan Borough Council

"Building/Facilities Cleaning Service"

Facilities Management (FM) now operates within the Business Partnerships Service and is an amalgamation of a number of services that were previously dispersed across various departments.

FM was set up to provide a holistic approach to service delivery providing clients

with a single point of contact for all services being delivered under the FM umbrella. This approach allows clients to focus on their core business by removing the hassle factor and time consuming task of working out who they need to contact to get a particular job done or problem addressed.

Staffordshire Council

"Building/Facilities Cleaning Service"

In 2006 a comprehensive review of the service was undertaken. The management structure of the unit was radically re-aligned and in some cases streamlined. Continuing and increasing competition has enabled the unit to drive forward significant changes.

The new structure has enabled closer working between individual units which has resulted in a more cohesive team that has a 'can do' attitude. This has enabled the unit to raise significantly its profile not only with its customers but it also enabled significant relationships with other units within the County Council. This includes more involvement and closer collaboration with architects and building surveyors.



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

Sponsored by



Bolton Council

"Clear visions for a bright future"

This submission highlights how a disjointed lighting service has been transformed through a radical restructure into a service which has received recognition and commendation for being a high performing service with high levels of customer satisfaction.

The submission also demonstrates how the team has developed networks with internal and external partners, which has enabled the service to attract significant levels of additional funding.

With a strong team ethic, the report shows how by involving all team members, shared aims and objectives have been developed and delivered.

Denbighshire County Council

"Best Service Team of the Year - Street Lighting"

Denbighshire County Council's Sign Shop / Street Lighting Team comprises; the Sign Shop manager, Street Lighting engineer, Assistant Street Lighting engineer, two administrative assistants, two graphic assistants, five Sign Manufacturers and eight Street Lighting / Sign installation operatives.

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

Falkirk Council

"Roads Services Winter Maintenance"

Falkirk Council's objective contained within the Winter Service Plan is to mitigate as far as possible of the effects of adverse weather, to maintain conditions as safe as is reasonably possible for the traveling public having regard to financial constraints.

Measures have been introduced over the past two years to simplify the

policies and procedures for the operation of the winter service and to ensure that the services provided are economic, efficient and effective.

Rotherham Metropolitan Borough Council

"Highways, Winter Maintenance & Street Lighting"

The Service seeks to deal with all aspects of the street scene in Rotherham in a holistic way combining client, design and delivery roles.

Some key features of the service include:

- A Customer Contact Centre utilising state-of-the-art technology.
- Area based working to promote ownership within the workforce and aid community involvement

Some key achievements include

- Accreditation to ISO 9001 and 14001 standards for Quality and Environmental Management
- Significantly improved response times to the most common requests for service
- A strong commitment to the development and training of our people

**Stockton on Tees
Borough Council**

"Highways Find n Fix Team"

The Care For Your Area team was rated as a 3 Star Excellent Service with Excellent prospects for further improvement by the Audit Commission.

The Find N Fix team have been together for just over 3 years, but in the short time have created a working relationship that has been innovative, creative and radical.

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 Vale of Glamorgan
Council**

"Highway Maintenance
Division"

The Vale of Glamorgan

Highway Maintenance Division has a proven track record of excellence in service delivery focusing on continuous improvements in all areas.

This sustainable approach means that the Division works in partnership with both internal colleagues at the Council and external bodies - the Police, Fire Service, and Environment Agency and has fostered close links with local communities and groups.

Taking part in APSE performance management since 2000/01, there is clear evidence of both year on year improvements and recognition as being best performers.

- Highways & Winter, a best performer in family group for 2004/05
- Highways & Winter Finalist, Most Improved Service, 2005/06
- Street Lighting Most Improved Service Finalist 2005/06
- Street Lighting Best Service Provider Winner 2005/06
- Best Community Initiative Winner 2004/05

**10e. Best service team:
transport and fleet**

Sponsored by



**East Dunbartonshire
Council**

"Transport & Fleet Service"

The Council's Fleet Service has worked tirelessly to raise the fleet profile to its current high standard winning National acclaim with both The Scottish Rewards Local Authority Fleet Operator of the Year Award in 2000 and the APSE Transport Service team of the Year Award in 2001.

The fleet team has developed a comprehensive range of policies and procedures aimed at shaping the fleet operation into a lean fit for purpose service capable of catering for the full range of customers transport requirements.

Fife Council

"Transport & Fleet Service"

Fleet Services is primarily responsible for managing Fife's £20m budget for procuring and maintaining the Council's diverse fleet. These range from car-derived vans and minibuses



to large, specialised commercial vehicles. 2,343 internally-sourced items form the core fleet, complemented by up to 400 externally-sourced fleet items, at any one time.

Fleet Services ensure that the Council uses vehicles that provide value for money, are fit for purpose, are regularly serviced and maintained and are operated in a safe and legal manner.

It has achieved significant improvements in the efficiency, quality and standard of service provided to its customers over the last 4 years.

Gateshead Council

"Transport Services"

The Transport section delivers a professional, centralised and comprehensive service for the provision, maintenance and disposal of vehicles and equipment. Committed to supplying high quality cost effective services we have implemented a range of groundbreaking initiatives.

In preparation for the forthcoming corporate manslaughter bill and after considering recommendations from the HSE and RoSPA, a

comprehensive system to manage operational road risk has been introduced that has reduced accidents in the last three years by 27%.

Glasgow City Council

"Council Accident Reduction Scheme (CARS)"

The submission discusses Glasgow City Council's (GCC) approach to managing occupational road risk, and in particular the development and management of the Council Accident Reduction Scheme (CARS). The CARS scheme has been designed, implemented and managed by a small team lead by a Road Safety Officer supported by an IT manager and a modern apprentice and has achieved significant results during its operational period.

Leeds City Council

"Transport Service, Fleet Services"

While Fleet Services has the responsibility for fleet Management and Maintenance within Leeds City Council and ensuring vehicle compliance and safety, the key criteria we follow at Fleet Services is to be flexible for each

customers and to tailor maintenance solutions to meet the individual needs.

Fleet Management, consult with the customer or operation and provide guidance surrounding vehicle legislation etc. Whilst Fleet Maintenance provide "live data"

Fleet Services provide an over arching Fleet Management, maintenance and vehicle safety service throughout the authority reducing the risk of vehicle incidents within its local community, "Supporting a Safer Leeds".

North Lanarkshire Council

"Internal Transport Team Transport and Fleet Services"

The Transport Section has recognised that due to the changing needs of customers and the workforce within local authority that the transport staff will have to change its philosophy in order to meet the future demands of customers and the Council's Private partners in order to move into the next century.

North Lanarkshire Councils Environmental Services Transport Section has therefore taken up the

challenge to prepare for the new demands and are continually striving to achieve service excellence within Transport and Fleet Services.

A number of service improvements were recognised and have been undertaken in order to achieve this goal.

10f. Best service team: waste management and recycling

Sponsored by



East Riding of Yorkshire Council

"Waste Management and Recycling Service"

East Riding of Yorkshire Council's Environmental Operations primary functions are:-

- A weekly waste collection service to 146,000 households via a wheeled bin and a kerbside co-mingled recyclable collection operated over a 4-week cycle.
- Special household waste collections
- Removal of Fly tipped waste and Abandoned Vehicles
- Commercial Waste and Recycling collections
- Street Cleansing operations including Gullies
- Markets
- Public Conveniences
- Rapid responses to emergency situations.
- Management of a 25 year waste management contract in partnership

with Waste Recycling Group (WRG) and Hull City Council

- Grounds Maintenance

Fenland District Council

"Waste and Recycling Team"

Fenland District Council's (FDC) innovative approach to waste and recycling has transformed customer satisfaction and improved FDC's recycling and composting rate by 500%. The Council's new three stream waste and recycling initiative, 'Getting it Sorted' provides all residents with a kerbside collection of waste and recyclables, which has earned the service Beacon Status for 2006/7.

Previously only 34% of homes were served by any recycling service.

All residents now receive alternate weekly collection of general waste, dry recyclables and compostable waste, with 100% of properties receiving a collection of two or more recyclables.

Lancashire County Council

"LCC Waste & Natural Resources Management Group"

Lancashire County Council has a population of around 1.1 million people living in

an area of 3,000km. The Waste and Natural Resources Management Group (WNRMG) are responsible for the development of waste and minerals policy, the procurement of waste services and the implementation of waste management and disposal services for municipal waste in Lancashire. WNRM is delivered by three Groups. These are Waste Services Procurement (WSP), Waste and Minerals Policy (WMP) and Waste Management (WM). These three Groups work together to deliver the challenging targets established in Lancashire's 20 year Joint Municipal Waste Management Strategy.

Preston City Council

"Waste Management & Recycling Service"

The Waste Management Division team has worked hard to quadruple recycling rates over the past six years through the implementation and management of tailored recycling schemes and targeted education and communication work.

A clear strategic vision and strong partnerships have allowed Preston to

successfully implement and deliver well researched, practical and value for money schemes which are continually reviewed and monitored to maximize customer engagement. Targeted public awareness and education campaigns have ensured that resources are effectively used to ensure recycling is promoted in a positive manner.

There is an ongoing effort to improve communication and service delivery through development of the innovative solutions and search for external funding.

Rotherham Metropolitan Borough Council

"Waste Management & Recycling Centre"

The Waste Management Unit deals with all aspects of waste management and recycling in Rotherham - from customer service to strategic planning.

Some key features of the Service are:

- A kerbside residual waste collection service and recycling service
- The development of detailed strategic plans for waste management and recycling.

- A commitment to working together with the community.

Some key achievements have been:

- A dramatic increase in Rotherham's recycling rate from less than 4% in 2000/1 to 27% in 2006/7.
- An increase in the number of 'bring bank' sites from 30 to 58 in 2003.
- The development of kerbside paper collection scheme to 1110,000 households.

Sunderland City Council

"Waste Management and Recycling Service"

Sunderland is linking services innovatively in a way that means that the whole is greater than the sum of its parts, to impact on a wide range of government agendas, including narrowing health inequalities; creating safer, stronger communities; creating a cleaner, greener environment, and ensuring every child matters.

The focus of the application is how, in 2006, Sunderland City Council realised a step change to improvement in its recycling performance. The introduction of new recycling services,

supported by investment resulted in a massive 450% increase in recycling and composting performance.

West Lothian Council

"Waste Management Services"

West Lothian Council's current administration was elected in 2003 on a number of key pledges, one of which was to reduce the amount of waste going to landfill. Within this key pledge, we identified a specific goal - to encourage waste minimisation and waste recycling.

In order to achieve this goal, we required a full service reconfiguration moving from Cleansing Services to Waste Management Services in the space of a couple of years. The change of name reflected the change to a holistic waste management service approach - we are now responsible for everything from refuse collection to bulky uplifts to community events and education on waste and recycling.

10g.Best service team: streetscene and public realm

Sponsored by



Dudley Metropolitan Borough Council

"Streetscene & Public Realm Service"

The team's success in achieving it's assigned Local Public Service Agreement in 2005/6 resulted in an increase to our capital budget for 2006/7.

How to use this additional budget to secure maximum benefit for the residents of the borough was our priority. We wanted to build upon the success we had achieved within our town centres by targeting priority neighbourhoods where the quality of the physical environment could be identified as being below acceptable standards.

To identify these areas and subsequently what resources were necessary to make the most significant impact upon standards of cleanliness, we studied BV199 performance data and began a period of consultation with local communities.

East Riding of Yorkshire Council

"Streetscene & Public Realm Service"

East Riding of Yorkshire Council's Street Cleansing Service is and intrinsic part of the council's drive to improve, enrich and empower the communities we serve.

Some of our significant achievements so far have been:

- Awarded and retained our first Green flag for Northend Park, Driffield.
- Satisfaction with the cleanliness of our parks has increased from 62% to 72% over the recent year.
- East Riding of Yorkshire Council has been CPA assessed as a 3 star authority and improving strongly.
- Brindlington Town winning a Britain in Bloom gold award in 2004 and Driffield Town winning a gold award in 2006.

North Lincolnshire Council

"Streetscene and Public Realm Service"

Our combined services approach began in 2001 with Neighbourhood



Services - incorporating operations, strategy, policy and budget for frontline environmental services within a single organisational structure. Our next approach was to expand the size and remit of the Neighbourhood Enforcement Team (NET) in December 2005 under the brand name of StreetRight. Their focus was to coordinate environmental enforcement activity with the frontline operations of Neighbourhood Services. Since 2006 both teams work under the brand name of StreetRight.

In four years we have moved the percentage of streets and open spaces with unacceptable levels of cleanliness down by 28%.

Nemesis has been successful in removing more than 275 illegal or abandoned vehicles from the streets of North Lincolnshire. This is in addition to the 215 abandoned vehicles routinely removed as a result of a public complaint.

Nottingham City Council

"Street Scene"

In a relatively short space of time Street Scene has made significant contributions to improving the quality of life of local residents. Back in

2003 street cleansing and grounds maintenance operated in isolation, and was under valued by elected members, customers and staff themselves. Street Scene has:

- Achieved Charter Mark and ISO 9002 and ISO 14001
- Achieved national top quartile status for street cleansing
- Won six green flag awards for parks and open spaces
- Won East Midlands in Bloom.
- Achieved Audit Commission praise for its performance management arrangements and improvements in customer access.

Rotherham Metropolitan Borough Council

"Streetscene and Public Realm Service"

Rotherham Streetpride was established in 2003 and is a Council wide, cross cutting service, which deals in a holistic way with all aspects of the street scene and public realm in the Borough. It covers all aspects of both highways and grounds maintenance, as well as street lighting, signs and street furniture. Streetpride also undertakes

capital works using an 'in house' design team and a single strategic partner (Ringway Infrastructure Services) to continuously improve highways and surrounding environment. At the same time Streetpride tackles key environmental concerns such as litter, graffiti, fly-tipping, vandalism and other anti-social behaviour.

Some of the key improvements achieved have been:

- Accreditation to ISO 9001 and 14001 standards for Quality and Environmental Management
- Significantly faster 'response times'.
- Reductions in antisocial behaviour.
- Greatly improved participation and involvement of local communities
- Significantly improved performance in both national and local performance indicators.

Vale Royal Borough Council

"Streetscene Team"

This submission by Vale Royal Borough Council Streetscene Team is in recognition of the major advances made by the team

in providing a streetscene service that has innovation and now delivers performance in the top quartile in terms of associated performance indicators.

A major improvement has been undertaken within the service which has seen performance on BVPI 199a move from a position of 24.7%, bottom quartile to 7.76% top quartile.

Summary of achievements:

- Top Quartile for BVPI 199a for 2006/7.
- Development of key partnerships to deliver neighbourhood improvement

**10h. Best service team:
parks, grounds and
horticultural**
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**Bournemouth Borough
Council**

"Parks, Grounds &
Horticultural Services"

It has been an exceptional year for the Parks section of Leisure Services, highlighting the range and quality of services provided. From the external awards including the Gold Medal at the Chelsea Flower Show, the strategy development with the completion of the Green Spaces Strategy document, the significant capital schemes/re-investment in infrastructure, including Boscombe Chine Gardens through internal and external funding, inclusivity, engagement and safety through the Friends of Groups, to the progression of the performance management of the section through agreements with Housing and Highways.

**Copeland Borough
Council**

"Best Service Team of the
Year - Parks, Grounds &
Horticultural service"

EFQM is firmly at the heart of the parks department to ensure that "excellence" is delivered in respect to Service Performance, Customers, People and Society and is achieved through Leadership driving Policy and Strategy that is delivered through People, Partnerships and Resources, and Processes.

Copeland's Parks Service are fully delivered through an in-house team, this approach promotes a business environment that allows the development of organisational core values at all levels and creates a positive low-power relationship which has led to outstanding staff and customer service empowerment.

**Knowsley Metropolitan
Borough Council**

"Directorate of
Neighbourhood Delivery"

Knowsley is one of the five metropolitan districts of Merseyside, located to the east of Liverpool. It has a population of around 149,000 most of whom live



in a number of suburban townships. These areas have had a recurring high level of social deprivation and continue to feature highly in the Home Office table of England's most socially deprived communities. The abuse of parks and public green spaces is one of the most inherent factors deriving from social deprivation and crime, anti social behaviour and nuisance have contributed to a feeling of decline and neglect. Knowsley MBC is committed to tackling these issues in its parks and open spaces and to embracing good community stewardship amongst green space users.

Leicester City Council

"Parks Services"

The parks service within Leicester had seen a decline in service standards and quality of features following years of cuts under Compulsory Competitive Tendering and in real terms a 53% reduction in budget. Leicester's urban parks and neighbourhood green spaces were in decline. The service was ranked high by the citizens of Leicester but there were significant failings in terms of fear of crime, cleanliness, dog fouling, and a lack of a

visual staff and user presence on parks. The initial objectives for the new team were to improve customer satisfaction, increase the authorities Green Flag from one, by one a year to a target of five by 2008, raise the service profile, reduce crime and the fear of crime, provide a wide range of activities and improve the city centre vibrancy.

North Lincolnshire Council

"Parks, Grounds & Horticultural Service"

For almost five years North Lincolnshire Council has been implementing a fully combined approach to environmental services called Neighbourhood Services. This incorporates operations, strategy, policy and budget within a single organisational structure. Neighbourhood Services have recently rejuvenated two parks and two play areas. Both of these have been accomplished through community consultation and involvement and the new facilities are showing greater usage and popularity with visitors and local residents. Following its refurbishment Sheffield Park achieved Green Flag status and together with

Kingsway Gardens helped the council towards reaching the minimum two Green Flag parks required for the LGA's "Reputation" campaign.

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. Hot on the heels of being rated as a 3* Excellent service, with Excellent Prospects for further improvement by the Audit Commission, Stockton's Horticultural Services Team then went on to take the coveted Northumbria in Bloom Trophy in the Best City category in 2004 - for the first time in 20 years.

Stockton then went on to retain the Northumbria in Bloom Trophy in 2005 and in 2006, making it a hat-trick of success. Stockton are also proud to hold three Green Flag Awards and won Cemetery of the year in 2006 - a remarkable transition for a town that was rated as the 2nd dirtiest town in Britain in 2000 during the days of CCT.

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

Sponsored by



City of Edinburgh Council

"Sighthill Library Team"

The Sighthill Library team tackled the problems of anti-social behaviour head-on by adopting an inclusive and ground-breaking approach to working with excluded young people. Instead of confronting these young people, they began to work directly with them, in order to develop a library service which responds to their needs. A new emphasis was placed on positive interaction with young people and on developing programmes of activities, aimed at providing alternative pursuits to anti-social behaviour and increasing service availability within the community.

Recognising the importance of partnership working, the team worked hard to strengthen links with existing partners and develop relationships with

a new wide range of agencies. This allowed them to deliver more effective and ambitious initiatives, to work more creatively than they had in the past and to maximise the services that were available to the local community in Sighthill.

East Riding of Yorkshire Council

"East Riding Leisure"

Our starting point is researched customer need and working hand in hand with our local community. We embed this within management processes designed to deliver a high level of customer satisfaction through a culture of efficient and effective programme delivery, team ownership and the challenge of continuous improvement.

The service has achieved the following successes:

Challenge 1:

To be a leading public authority leisure service.

Challenge 2:

To be innovative in our service delivery.

Challenge 3:

To improve customer satisfaction year on year.

Challenge 4:

To provide 'value for money'. Continually improving services delivered at no extra cost

Glasgow City Council

"Glasgow Young Scot and Kidz card Team"

To ensure accountability of service provision we consult with young people on an ongoing basis and many of our offers have come directly from feedback from young. For example when we consulted with young people on their access to leisure facilities we found from our results that when young people get to the ages of 14/15 they no longer are interested in free swims they wanted to access the gyms, fitness classes and health suite. At that time council policy was that only those aged 17+ could access the gym. Working in partnership with the Glasgow Club and Leisure centres we offered a special Glasgow Club Summer rate of £10 for the 6 weeks of the summer, which entitled all those aged 14+ to full gym access, fitness classes and the health suite.

416 young people signed up to the offer and due to its success the Glasgow

Club now continues to offer a reduced rate to GYSC card holders for just £6.30 a month, and the leisure centres have changed their policy to allow 14+ access to the gym.

Knowsley Metropolitan Borough Council

"Knowsley Sports and Active Leisure Services"

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

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.

We have developed excellent relationships with partners across the borough helping to provide joint working arrangements for the benefit of the communities we serve. This work has had a massive

impact in dealing with some of the major social issues which affect our communities.

Liverpool City Council

"Best Service Team of the Year, Sports Leisure & Cultural Service"

Some of the City Council's aims are:

To support active healthy, independent living

To provide a range of opportunities to promote improved health and well-being,

On 1 May 2006 the council made a decision to allow all Liverpool children under the age of 17 free access to its 15 'Lifestyles' sports centres and swimming pools which would allow children to use swimming pools, fitness suites, fitness classes, indoor sports activities and astro turf pitches free of charge at any time..

Working together with key partners in the Health Authority, PCTs, the Local Education Authority and within Children's Services, Liverpool Sport and Recreation Service has produced a result that can only be described as spectacular in terms of what it set out to achieve.

North West Leicestershire District Council

"Leisure & Cultural Service"

The Leisure & Cultural (L&C) Service has had its most successful year to date through achieving a range of external accreditations, securing significant external funding through multi-agency partnerships, national recognition for projects and work and has improved performance across a range of indicators.

Highlights have include;

- Hermitage and Hood Park Leisure Centres achieving QUEST and "Highly Commended" status at their first attempt
- Both leisure centres finishing in the top 5 APSE Performance Networks Best Performer Category for Sport and Leisure Facility Management
- TIC achieving a Bronze Award at the East Midlands Tourism Excellence Awards
- Reduced carbon emissions by 150 tonnes

**10j. Best service team:
social care**

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**Blaenau Gwent County
Borough Council**

"C2BG (Connect To Blaenau Gwent) - Duty Referral Team"

The C2BG - Connect to Blaenau Gwent - Social Services Duty Referral Team aims to deliver a measurably improved service that facilitates communication between the Council, its citizens, service users, public sector and voluntary organisations - clearly delivered via C2BG - Blaenau Gwent Council's Contact Centre.

The Duty Referral Team provides a central contact point for enquiries about services for children, adults and people with mental health problems. The staff have a broad base of knowledge and skills and are able to provide a wide range of relevant information where appropriate, receive service user enquiries, resolving them at first point of contact where feasible, take

appropriate referrals, forwarding them on to the relevant team and deal appropriately with referrals for vulnerable adults and children.

Derby City Council

"Aspire Leaving Care Service"

Maintaining quality and enthusiasm can be difficult when local authorities have other agenda's, new targets, legislation, budget pressures to work to. The team at Aspire have not only maintained quality but, via partnerships, business planning, teamwork and hard work have set themselves challenging targets ensuring year upon year they have improved the service.

Hull City Council

"Young People's Support Service"

The Young People's Support Service (YPSS) consists of multi-agency teams offering advice, practical help and support to vulnerable young people in Hull aged 13 - 21 (and in some cases up to the age of 25). The YPSS teams work with young people leaving care in the city; and with other young people who

may need help, advice or befriending.

Partnership working occurs naturally in the YPSS teams, with people from Social Services, the Housing Department, Youth Service, Sports Development, Connexions, local Primary Care Trusts, The Youth Offending Team, and other local community organisations.

**London Borough of
Barking & Dagenham**

"Family Group Conference Team"

We are not the first local authority to adapt a system of family conferences, grounded in the culture of the New Zealand Maori. We can, however, claim to have developed some leading practice in this area as well as achieving some excellent outcomes for children and families in the Borough.

Research shows that children are better off within a safe family environment. In our first year of operation the key outcome of the conferences was that families came together and helped prevent 50 children entering the care system, remaining instead in the care of their families. This is a life changing statistic.

London Borough of Barking and Dagenham

"LACHES (Looked After Children's Health and Education Service)"

The Borough has the second highest percentage of its population under the age of 18. Residents have the lowest average income level in the capital. The Borough is 36th most deprived in England and Adult basic skills are very low and levels of higher education qualifications are the lowest in London. Unemployment is higher than average for England and Wales.

Barking & Dagenham recognised some years ago that more needed to be done to support and raise the aspirations of children and young people in care. The Looked After Children's Health & Education Support was reviewed in 2004 in view of looking at outcomes for all of the Borough's children in public care. A plan was devised for quick, yet long lasting implementations to raise achievement and improve life chances.

Merseyside Fire & Rescue

"Advocacy Team"

Whilst Merseyside Fire &

Rescue Service (MFRS) personnel have made tremendous progress in accessing over 300,000 domestic properties in Merseyside and fitting over 450,000 free smoke detectors (more than any other service in the country), it is clear in any risk based approach that Home Fire Safety Checks (HFSC) have to be targeted at the more vulnerable members of the community.

These visits have only been made possible by the establishment of a team of advocates who possess specific skills often absent in operational firefighters e.g. language, experience of working with older and younger people. The advocate team was pioneered and set up in 2002 by MFRS as part of its Integrated Risk Management Plan. It was the first such team in any Fire Service in the country and has been steadily expanded, based on identified need, to currently include 38 members.

Overall council of the year in service delivery

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Shortlisted authorities:

Crawley Borough Council

Gateshead Council

London Borough of Islington

North Lanarkshire Council

Nottingham City Council

Renfrewshire Council

Rotherham Metropolitan Borough Council

Sandwell Metropolitan Borough Council

Service award sponsors

APTUS Personnel



Aptus Personnel sources a wide range public sector workers, extending from street cleansing teams, recycling operatives, grounds maintenance staff and trades people to work on local authority construction and maintenance projects. Aptus Interims works exclusively within the Local Government arena providing interim Directors or Heads of Service to deliver initiatives, manage change and improve performance. Aptus believes in building long term partnerships and works with clients on an individual basis to develop services that meet specific needs, be it ad hoc supply, bespoke service level agreements, on-site management, master vendor solutions or interim managers. An approved partner of APSE, Aptus was short-listed in the Partnership category in 2003's APSE Service Awards and was a runner-up for the Best Public Sector Recruitment Agency at the 2004 and 2005 Recruiter Awards for Excellence.

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

Beacon Dodsworth Limited



Beacon Dodsworth is a data and software consultancy that provides geographic information system (GIS) mapping software and marketing technology for a diverse range of applications in the public and private sectors.

Public sector planning: Our administrative boundary dataset is made up of local government boundaries including output areas, local authorities and PCTs. It is used in public sector planning, enabling local and central government to measure administration units and map catchments accurately.

Benchmarking in local government: A client since 1998, APSE, uses our mapping software and people classification to estimate deprivation, compare the performance of local authorities and model geographical variation.

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As the market leading expert in mobile workforce management systems and practices, Cognito enables local authorities and their contractors, to deliver great customer service by ensuring mobile task workers, such as engineers, building operatives and inspectors respond effectively to time-critical tasks, and update back-office systems in real-time. Our Mobile Workforce Management solutions, running on handheld devices, guarantee that fast changing information will be actionable immediately - and establish the critical foundation for proactive service level management. By equipping businesses to have full visibility and control of all mobile activity we empower them to cope with increasingly demanding customers and legislation. Growing numbers of organisations like Scottish Borders Housing Association, Peterborough City Council, Dudley Metropolitan Borough Council, South Lanarkshire Council, and Hammersmith and Fulham Council are turning to Cognito to achieve greater customer service by increasing productivity and reducing costs through streamlined administration. Cognito can help your organisation to improve job allocation, reduce response times, meet legislation requirements, improve proactive public services, improve management and control of information, increase efficiencies in service delivery.

To find out how Cognito can help you to achieve greater customer service, visit us on stand B8.

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That's why you can thoroughly trust us when it comes to local government issues. We have national teams of specialists in various areas of law who have both the legal knowledge and the practical experience that will help you to achieve your goals. The areas in which we advise local authorities and other public sector bodies include: governance, partnership arrangements, shared services, procurement, access to information, data protection and Freedom of Information legislation, equal pay, single status, pensions, dispute management, judicial reviews, the challenges relating to offences of corporate manslaughter, economic development and regeneration schemes embracing associated property, development and funding issues, the formation and use of companies and many more. We are also able to offer consultancy support, for example in reviewing the structure and effectiveness of the in-house service teams.

For general enquires on local government issues contact:

Stephen Cirell, Partner

Telephone: 0845 498 4430

stephencirell@eversheds.com

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Fraikin is a leading provider of solutions to the public sector and local authority commercial vehicle market with a strong track record in providing flexible solutions to meet the changing environment. Established since 1978 our core product lines include:

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Fretwell-Downing Hospitality is the leading supplier of catering management solutions to the local authority sector. Saffron is an advanced nutritional analysis solution that is available over the Internet. The systems based upon the McCance and Widdowson core data of over 3,000 predefined ingredients as well as manufacturer's data. Allowing recipes, menus and cycles to be analysed for nutrient content and then benchmarked against defined guides, including the new School Food Trust Standards.

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Fretwell-Downing Hospitality, Brincliffe House, 861 Ecclesall Road, Sheffield S11 7AE

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Hays Construction & Property



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, we filled over 4,000 permanent jobs across the public sector.

We are delighted to be once again attending this year's APSE National Seminar and Exhibition. Hays Construction & Property is the UK's leading supplier of building maintenance trades, highways and grounds maintenance operatives. An approved partner to APSE since 2001, we supply fully referenced and interviewed operatives to direct services departments. We are proud to be associated with APSE Service Awards and support the Best Service Team of the Year in Construction & Building.

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office, or get in touch with the people best placed to help you find the best candidates, visit our online Office Locator. hays.com/officelocator 2. Telephone Call our Customer Service team on freephone 0800 716 026 3. Email Email our Customer Service team directly - we will endeavour to respond to your query within 48 hours. customerservice@hays.com

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Heil Europe's ability to tailor its products and services to match the exacting needs of RCV operators, in both the public and private sectors, has given its customers the ability to meet new business and environmental demands.

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.

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ww.ibsopensystems.com

IIZUKA Software Technologies

 There is a recognition that citizens and businesses find obtaining public services confusing and complex, resulting in frustration and overall dissatisfaction. The problem of complexity is particularly acute for those people most in need of public help (e.g. older or infirm citizens), often leading to poor take up of key preventative services.

Local and central government leaders are increasingly aware of just how costly this complexity can become. When service delivery is split across a number of organisations, it is difficult to get a coherent view of their overall performance. Yet misplaced expectations or poor performance in one part of the delivery chain can negate the good work in other areas. In addition strategic planners lack the feed-back detail needed to plan more efficient multi service delivery. The LGA suggests that the problem is best tackled by forming Front Office Shared Services (FOSS) partnerships.

IIZUKA has developed a solution that is dedicated to public service transformation through community partnerships. Called KOZO Citizen Services Manager (CSM) it allows customer interaction in person, by phone or via the web. KOZO CSM is a powerful enabler of strategic leadership and operational excellence which:

- Offers the citizen a single view of local government and sets realistic expectations
- Acts as a positive influence when building and sustaining FOSS partnerships
- Builds and shares knowledge within the partnership and across the communities it serves
- Captures key performance data that gives the partnership a total view of operational achievements and highlights areas for improvement
- Can include simple 'touchpoints' of data interchange with service providers
- Assists with the personal development of the front line Customer Service Advisers (CSAs)

IQ Associates



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

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

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

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

Notts Sport



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.

The company is at the cutting edge of a new generation of children's play concepts and, early next year, is set to launch its innovative Green Dragon Play system which incorporates different surface forms, elevations and markings to make the ground itself the focus for play.

Notts Sport has over 23 years' experience in providing non-turf technology and

is committed to offering effective solutions for clients including local authorities, schools and national and regional sports bodies, with its unique Design and Advisory Service on hand to help every step of the way.

For more information visit the Notts Sport website at www.nottssport.com or telephone 0116 272 0222.

School Food Trust



The School Food Trust was set up in 2005 with £15 million of funding from the Department for Education and Skills (now Department for Children, Schools and Families) to promote the education and health of children and young people by improving the quality of food supplied and consumed in schools.

Following the report 'Turning the Tables: Transforming School Food' published by the School Meals Review Panel in October 2005, the Trust is now charged with taking forward the Panel's recommendations to transform school food and food skills to improve health and education for school age children and young people.

The Trust undertakes marketing and communications campaigns - recently Myleene Klass, Frank Lampard and others appeared in celebrity posters endorsing school meals; offers support and guidance through case studies, publications, helpline and website. In 2006/07 we met thousands of school cooks at 20 Cook for Success conferences where the likes of Lesley Waters and the Tanner Brothers gave demo's and cooks picked up tips from colleagues and head teachers. In the coming year the first School FEAST training centres will be established.

Our research team are not only tracking the take-up of school meals but looking at the link between behavior and food and also the effect breakfast has on attainment, both new studies will be out this year.

In partnership with other organisations the Trust was recently awarded a Big Lottery grant to establish Let's Get Cooking which will see 5,000 community based cookery clubs over the next five years. For more information see www.schoolfoodtrust.org.uk

SEBO (UK) Ltd



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.

For complete carpet care the SEBO BS36 & 46 are complemented by the SEBO DUO system. The DUO brushing machine has contra-rotating brushes which work SEBO DUO-P carpet cleaning powder into the carpet pile. DUO-P cleaning powder is made of micro-sponges containing cleaning agents which break down soiling which is then absorbed into the sponges.

Contact SEBO on 01494 465533 or visit www.sebo.co.uk.

SGM (UK) Ltd



SGM (UK) Ltd was established in January 2007 following a successful purchase of the SGM Group of companies. SGM had traded previously for 15 years both in its traditional home market as a dealer and distributor of professional groundcare products, and most recently across the UK as the leading hirer of groundcare machinery.

Headquartered in Inverkeithing, SGM provides quality products and a first class service support function which truly adds value to its customers operations. SGM enjoys supply arrangements with the majority of the major groundcare manufacturers. SGM offers its customers the flexible supply of groundcare machinery for a fixed cost, with all servicing, maintenance and breakdown response built in. Customers are able to choose from a spot or long term hire arrangement but still enjoy the benefit of SGM's service support.

SGM currently operate a fleet in excess of 6500 assets and with an original purchase cost in excess of £20 million, offering a full and complete range of groundcare products from its 12 strategically located depots throughout the UK. SGM has strong local coverage across the UK with depots in Inverkeithing, Gleneagles, Washington, Rotherham, Skelmersdale, Stockport, Coleshill, Northampton, Hyde Park, Northfleet, Margate and Gosport.

SGM are also one of the leading trade outlets for Used groundcare equipment, and are able to source or underwrite on the majority of groundcare machines.

For further information on the many products and services available, please contact Steven McInroy at steven@sgm-uk.co.uk or on 01383 413333.

Toltec



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

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

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

Toltec have particular specialist skills in HP clustered solutions, virtual infrastructure, ERP Infrastructure. System migrations, virtual private networks (VPN), disaster recovery and high availability network infrastructure.

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

UNISON



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.

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

UNISON is led by General Secretary, Dave Prentis, a National Executive Council, elected from



amongst the lay membership in the regions and service groups, and a lay President who is elected annually. It is a highly democratic organisation with equality built into its structures and rules.

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

Walker Morris



Walker Morris is a top 50 UK law firm employing over 580 people including 52 partners. We have achieved this status, as a result of the independent non-conformist culture of the firm, the quality and enthusiasm of the people we employ and the close relationships we develop with our clients.

The Walker Morris Commercial Group is all under one roof - comprising six partners and one Director and is supported by over 30 fee earners. As such it is one of the largest commercial teams outside the City of London and offers clients a formidable resource, blending the technical and commercial skills necessary to deal with complex legal and commercial issues demanded by today's transactions.

Our client base covers both the public and private sectors. The work we 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

Walker Morris, Kings Court, 12 King Street, Leeds, LS1 2HL

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The 2007 service awards are supported by **THE MJ**

For details on how to enter the 2008 service awards, contact our Scotland office;

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