



# **AWARDS SHOWCASE**

**2018-2019**

**Celebrate, Learn and Share**

**#iNetworkawards**



The iNetwork Innovation Awards are an important opportunity for local public services to celebrate and share leading practice and recognise the valuable work of peers. Each year we receive dozens of nominations across the iNetwork Innovation Award categories; only a handful win, but all are deserving of recognition. This brochure lists the 2018 nominations and is a showcase of the best of the best: the organisations, partners, teams and individuals who have led the way on innovation across the local public sector.

The 2018 iNetwork Innovation Awards consisted of five main categories (plus two special awards: Most Creative video & Outstanding contribution):

- Transforming & Innovating Public Services Award
- Effective Information Sharing & Security Award
- Connected Procurement & Commissioning Award
- iStandUK Award
- Partner Excellence

These award categories directly reflect the programmatic work within iNetwork family. Each of the 2018 case studies are listed in alphabetical order and colour coded to easily identify the which award category(ies) they were nominated for. You can find out more about each of iNetwork and iStandUK's programmes on the iNetwork website [i-network.org.uk](http://i-network.org.uk).

The 2019 iNetwork Innovation Award categories remain the same as above, and we encourage organisations to share the great work they're doing by submitting a nomination for an iNetwork award by 15th September 2019 (see back page for details). If you are inspired by any of the case studies in this brochure and would like to find out more, please do not hesitate to get in touch.



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## Nominated Project: **Accessibility Matters**

Organisation:  Sitemorse®  
digital confidence

Nominated by: **Rahna Riley**

Organisation: **Rochdale Borough Council**

### **Project Aims and Objectives:**

Sitemorse has been instrumental in helping us deliver a more accessible website, improve reputation and build confidence in our site. In 2015 we changed our website CMS to Sharepoint knowing the 'out of the box' solution was not accessible and not believed to be easy to make accessible.

We used Sitemorse's automation tool that helps to improve the digital experience by identifying website errors. It also replaces sporadic and often manual assessment of inefficiency resulting in an improved customer experience of the website.

Sitemorse is the only recognised independent sector benchmark auditing service of UK council websites; the results are published through a Sitemorse INDEX.

After investing resources into using both Sitemorse as a product and their excellent, speedy and knowledge support service we were able to significantly improve our website and retain our 4-Socitm rating.

Sitemorse has always offered us excellent support, been very flexible in modifying our contract as our requirements change as well as acting upon suggestions to improve their product/service to meet our needs. During service deployment, we collaborated on a joint project to improve the overall score, through online workshops and regular support.

### **The Achievements**

- Council websites are independently assessed and scored by Socitm on an annual basis and rated between 1-4 stars; 4 stars being the highest stars achievable. Since moving CMSs we needed to find a tool or a partner that could help continue to deliver the highest possible experience on the website. Working with Sitemorse helped us achieve an accessible website as rated by Socitm.
- Rochdale Borough Council is one of only 5 councils in the country to achieve the maximum 4 stars for its websites for 6 consecutive years. It's important to continue to build confidence and trust with our customers to help with digital transformation and the savings this will bring.
- Working with Sitemorse helps us prioritise the work and focus our resources in those areas that have the biggest impact. This is crucial at a time when savings are required.
- In 2015 we were ranked 372 by Sitemorse. In 2018 we were ranked 11.
- A residents survey carried out in 2017 indicated 88% of residents found the website good/very good or acceptable.
- Achieved the Internet Crystal Mark.
- The work has helped contribute to winning the MJ Achievement Award 2018 for Digital Transformation.

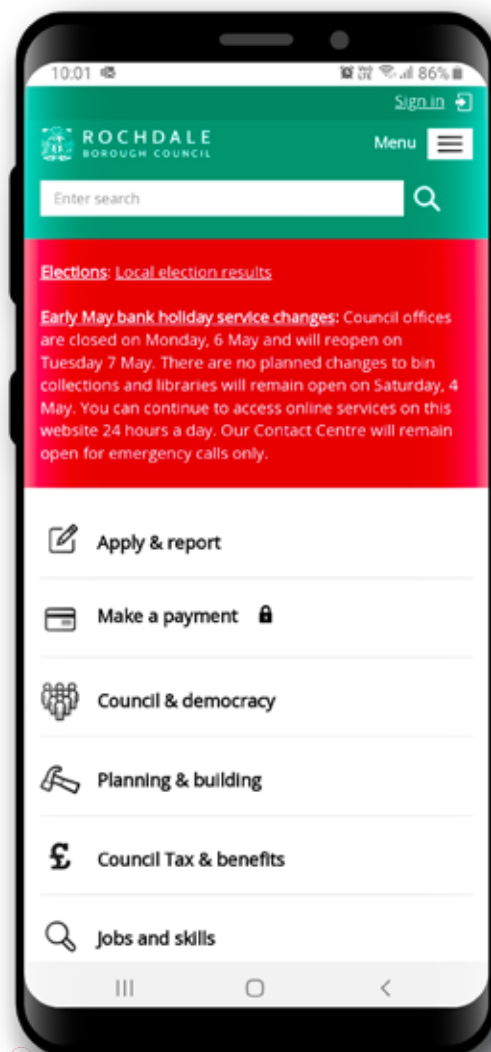
### **What are the key learning points?**

- Focus on the work that matters and has the biggest impact.
- Educate others on accessibility by sharing the learning that's identified.
- Fix issues and introduce new processes to eliminate the same mistakes occurring.

### **Additional Comments**

Getting the right people, with the right skills at the right price is quite a challenge at a time of austerity. Working with Sitemorse helps us employ people with fewer skills and use their support and their product as a self-learning tool to upskill them.

At a time when the website is hugely promoted through social media it's important the website remains accessible and that it doesn't become 'the story'. We've been fortunate enough to invest in our site through passion, pride, the right tools and partners to deliver the results we require and that customers expect.



## Nominated Project: **Calderdale Voluntary Sector Infrastructure Alliance**

Organisation: 

Nominated by: **Stephanie Jones**

Organisation: **Calderdale Council**

### **Project Aims and Objectives:**

Calderdale Council and Calderdale CCG recognise the key role of the VCSE sector in creating the right environment for community resilience. In Calderdale, VCSE infrastructure support services had long existed but separate commissioning practices by the Council and the CCG had left services fragmented and competing, leading to overlap, duplication and gaps in provision. Frontline organisations began to disengage. Our innovation: an Alliance commission. We pooled our budgets creating an investment pot of £720,000 over 3 years and agreed shared outcomes.

We attended a locality workshop on alternative commissioning methods which prompted us to make use of the Light Touch Regime above the £615,728 threshold combined with Alliance contracting. A PIN was published and the Council ensured that it conformed to Regulations 74 to 76 set out in the PCR 2015. The Alliance brings providers Voluntary Action Calderdale, North Bank Forum, Locality and WYCAS together around the delivery of whole system outcomes. Critically, it is about fostering a 'best for project' and 'not best for self' approach, and overcoming the 'us and them' mentality that has recently characterised the relationship between commissioners and providers.

### **The Achievements**

We now have a single contract with all four providers. We have made savings in the commissioning resource and the pooled funding costs no more than the two separate contracts. The Alliance includes two new organisations, bringing fresh expertise, and has improved reach, supporting more frontline organisations than previously. We are one of the few Alliances operating public service contracts. To agree a shared vision and forgo organisational agendas or competitive protectionism is a significant achievement. Open book accounting and collective contract monitoring are encouraging a culture of high achievement. Our combined skills provide a unique income generation potential and the Alliance gain share principle means this profit feeds a shared innovation pot. Our joined up approach means that groups are not 'passed around' and gaps in support are immediately addressed. Improved communication between partners allows swift action to be taken to resolve problems facing the VCSE organisations in Calderdale. This positive approach is being noticed by others and encouraging them to become more involved. A local funder has recently joined our development group to provide united support to VCSE organisations facing extreme difficulty.

### **What are the key learning points?**

The approach to procurement and commissioning can be as much part of the solution as the services commissioned. We learned:

- Just get talking! Speak with other commissioners to combine funds for shared outcomes. Whole system outcomes require whole systems approaches but it takes one person to take the first step.
- Got an Alliance idea? Start the process early and ask for potential Alliance members to come forward. Development time is the perfect place to test organisations Alliance behaviours and attitudes.
- Get help from outside the box. To really imagine a service differently good facilitation from someone outside each organisation is key.
- Reconsider your approach to risk. Get legal advice early and ask not if you can do something, but for advice on what you want to do. The point is that each partner has seen the risks and is happy to proceed.
- Live the idea. Really think about why and how you are all choosing to work in an Alliance.
- Be honest. Understand the organisational weaknesses and strengths of each partner at the beginning. Commit to open book accounting and group outcomes monitoring.
- Persevere. New ways of working will inevitably lead to new problems. If it feels difficult it's because it is different.

### **Additional Comments**

The Alliance and partners are currently working together to reshape services for year two of the contract based on the key drivers of what the VCSE sector needs and what works. Representatives from more than 40 VCSE organisations and local communities recently took their opportunity to shape the detail of the future services at a Theory of Change event. The difference in tone presented by the Alliance – from despondency to engagement, from isolationism to collectivism – certainly rubbed off. Organisations felt empowered to challenge the Alliance to provide better support in some areas but also challenged themselves to take more responsibility in others.

# CONNECTED PROCUREMENT & COMMISSIONING AWARD NOMINEE

Nominated Project:

## CCTV Transformation Programme

Organisation:



Nominated by: Lindsay Dabbs

Organisation: Trafford Council



### Project Aims and Objectives:

In 2017, Trafford Council and Salford City Council embarked on an innovative joint business venture to co-locate public space CCTV monitoring and emergency out of hours call handling services. Trafford's CCTV control room was previously based in Stretford Police Station with an outdated and disparate CCTV system that had been expanded in an ad hoc fashion and lacked cohesive manufacturer support. In 2010 Salford City Council, when faced with similar challenges to Trafford Council, took the decision to convert a large basement into a British Standards accredited CCTV Control Room of excellence. The large availability of space, together with its close proximity to Trafford Council, ideally lent itself to this joint business venture.

The project stages were:

- Collaboration between Trafford Council, Salford City Council ICT services and Synectics Ltd to create a shared network infrastructure at a reduced cost
- Trafford Council's undertaking of a comprehensive mapping exercise to rationalise camera stock and plan an upgrade programme for the cameras
- The introduction of shared management arrangements and reciprocal staffing rota's
- The procurement of a shared CCTV camera purchase and maintenance agreement

### The Achievements

- Migration and integration of Trafford's control room with Salford's resulting in improved resilience, lower cost outlay, and better working environment for staff
- Replacement and upgrade of all public realm cameras.
- Installation of new high spec cameras has improved our crime detection rates. Since the upgrade, the Trafford CCTV team has logged 988 incidents resulting in at least 185 arrests and produced 189 items of evidence to support these
- Greater operational resilience and a joint platform to develop commercial opportunities and reduce financial overheads
- An annual revenue saving of £54,918 by:
  - Rationalising camera stock
  - Reduced CCTV Fibre and Wireless network connections
  - Termination of Alarm Monitoring Software contract and replacement with free software
  - Termination of a 'fixed fee' and poor performing maintenance contract, replaced with a 'pay as you go' contract
- A revised tender for the purchase and installation of CCTV equipment and control room migration resulted in a 2.4% capital saving
- Utilising Salford's procurement arrangements to directly source CCTV cameras at the most competitive cost and was able to take advantage of a CCTV camera supplier price discount of 34%.

### What are the key learning points?

- The level of technical knowledge that was required by the project team to manage contractors in this complex and technical project. Our experience taught us that it was essential to have direct access to highly developed technical knowledge; enabling us to assess the specifications and performance of our external contractors and supply chain. We were able to access this technical expertise from Salford Council but would recommend others to carefully assess this at the outset.
- The need for accurate 'as is' technical specifications and equipment logs. The nature of Trafford's multiple and archaic systems meant that our technical installation works were hampered by the uncertainty of equipment and the lack of data we held on the routing of CCTV images. Our advice is to ensure that all contracts include a requirement to maintain an accurate asset log and technical file.
- Negotiations with Staff, Unions and Partners were very delicate. This took time and required open and honest communication and sign off at both Corporate and Political level. Our advice is to not forget the importance of bringing staff with you on the journey or the need to build a trusting relationship with partner organisations.

### Additional Comments

For Trafford, a clear benefit of the programme was the joint procurement arrangements, which also afforded exceptional savings.

- Enabling the revision of the original tender, building in options in the installation contract to enable the Council to take advantage of camera price discounts. 20 additional CCTV cameras were fitted without additional impact to the budget.
- Utilising Salford's procurement arrangements to directly source CCTV cameras at the most competitive cost, applying a camera supplier price discount of 34%
- Smart tendering, intelligence led camera location assessment and robust monitoring of all expenditure resulted in the infrastructure upgrade being achieved £50,000 under budget.
- Applying Salford's model for buy-in time maintenance arrangements as a baseline to generate savings. Trafford will achieve a recurring saving of almost £55,000 per annum.
- Enabling both Councils to offer 24/7 monitoring to businesses and commercial premises for a fee, providing income generation to subsidise the service's running costs.

Nominated Project:  
**Deal for Your Street**

Organisation:



Nominated by: **Yvonne Campbell**

Organisation: **Wigan Council**



## Project Aims and Objectives:

Wigan Council's 'Deal For Your Street' training experience empowers frontline staff to positively support safeguarding within the local community.

There are over 1000 frontline staff employed by Wigan Council in a variety of essential services who work out in our local communities on a daily basis. Our innovative and interactive 'Eyes and Ears' approach to training supports the identification of any potential safeguarding issues they come across during the delivery of their day to day role.

Through the aid of a fictional street, staff are trained to be vigilant and to be aware of potential safeguarding issues together with general environmental street scene operational issues. The interactive training experience developed by managers and operational staff allows for the earlier detection of safeguarding issues, leading to more timely intervention and support for our residents.

A fictional 'Ideal' Street is shown towards the end of the experience and shows the community in the future to be thriving and self-reliant. It is an aspirational element to the experience which encourages staff to work with residents and communities to achieve this through activities such as volunteering or reporting issues online.

## The Achievements

Since the experience was launched 80% of frontline staff have attended the training. Evaluation is a simple exercise which asks the attendees three basic questions. Staff use a green counter as an indication that they have a good understanding or a red counter to show they have a poor understanding. 96.7% of staff indicated they had a confident understanding of the Deal for your Street training.

In addition to the understanding of staff, specific comments have been captured that highlight the value of the training. A colleague from our repairs service quoted "We see things when we are out there doing our jobs - this is exactly what we've been waiting for to be able to report issues".

In terms of results for our residents, feedback from the Multi-agency Safeguarding Hub has highlighted 6 serious safeguarding cases that have resulted in action as a direct result of reports from staff following their attendance at the Deal for your Street experience. The reports include referrals of vulnerable individuals in domestic abuse cases, rape victims, cases of neglect and people at crisis point through social isolation. As a result of the detection of these issues, we have been able to provide the necessary support and intervention.

## What are the key learning points?

To overcome a historical culture of 'not my job' the experience focuses on the basic function of using staff's 'eyes and ears' to identify potential issues that are morally right to report. Using interactive techniques, minimising writing and by avoiding traditional 'talk at staff' training we were able to achieve staff buy-in on a large scale. The Multi Agency Safeguarding Hub (MASH) which is a forum of different agencies including Police, Education, Drug & Alcohol services, Health, Probation, Housing, Adult Social Care and the community sector was identified as the one point of contact for staff to report safeguarding issues. This streamlines previous historical unlinked processes of reporting any concerns and it ensures effective feedback can be received.

Logistically we needed to ensure training sessions were booked to an acceptable capacity at flexible times for a dispersed workforce with a requirement for continuous service delivery. Flexible early morning and evening sessions were used to meet service need. Sessions were limited to 20 staff at a time to encourage interaction and understanding and a dedicated set of hosts were trained to deliver a constant set of core messages and learning outcomes.

## Additional Comments

Donna Hall, Chief Executive of Wigan Council personally endorses the experience. After attending the experience, Donna has asked that the training originally developed for approximately 1,000 frontline staff, to now be rolled out to over 5,000 council staff due to the key messages it delivers in an interactive and engaging way.

The experience supports the Wigan Council 'Deal' which is an informal contract between the council, residents and local business. It is our innovative asset-based approach to public sector reform. The principles behind the experience focus on an asset based approach by enabling communities to help themselves and take pride in the borough.

The key to the successful implementation of this approach is to promote a new workforce culture, centred on our 'BeWigan' behaviours. Through the experience the workforce is encouraged to work more creatively and imaginatively in partnership with our residents to provide a safe, clean and green borough.



# PARTNER EXCELLENCE AWARD NOMINEE

## Nominated Project: **Digital Help Centre at Fleetwood Market**

Organisation:



Nominated by: **Marianne Hesketh**

Organisation: **Wyre Council**



### **Project Aims and Objectives:**

Citizens Advice (Lancashire) were looking to develop a digital help centre in Fleetwood recognising that digital skills were quite low in the area and there were lots of people requiring support to access benefits / services online, such as Universal Credit. They approached Wyre Council and together we came up with the idea of utilising a council asset, Fleetwood Market. The council invested in the capital works and renovated 2 vacant units at the market to create a room to hold a number of computers and meeting rooms, one for the CAB and one for the Council - the Digital Help Centre or 'hub' was formally launched in February 2018. The hub is able to assist people to get online, access vital benefits and other services and help them to develop new IT skills and even work towards a qualification. The hub is staffed by Citizens Advice Bureau, but a council officer is also available for when enquires are related to housing benefit or other council services.

Benefits: Assisted access; local people improve digital skills which can help in their everyday lives; less reliance in the future on face-to-face contact with public services; ability for claims to be processed much quicker; maximises the use of a council asset and brings new footfall to Fleetwood Market.

### **The Achievements**

There is no doubt that footfall has increased at Fleetwood Market. It is difficult to measure the impact that this has had on the market traders but overall the market is busier. The digital help centre is very busy and this is growing month by month despite little promotion this has mainly been through word of mouth. CAB have directly assisted 594 local people with a range of issues, ranging from blue badge applications, benefit checks and benefit applications, crisis support, employment and fuel switching. Their support is unique as it provides assisted digital support so a trained person sits with the customer to undertake the full process online rather than unassisted access which is provided through libraries. The people they have seen have no or limited digital skills.

Council officers have seen a further 1035 people at the hub. These people would have before been seen by appointment on the mobile advice centre (only 1 day a week in Fleetwood) or would have had to travel to the Civic Centre in Poulton which is 6 miles away from Fleetwood. Longer term this will be a cashable saving as the mobile advice centre is being phased out. Processing times for claims are also quicker providing a better service for the customer

### **What are the key learning points?**

It has been very beneficial working in partnership with CAB, they have helped the council to make better use of our asset and bring new people to Fleetwood Market whilst also helping lots of local people to get digitally savvy. The longer term aim is that this work will help people to have less reliance on not only council services but other public services and the skills they have learnt can be used in their everyday lives. Regenda, our social housing provider, has started to refer their tenants that need digital support to the hub which is great and can be encouraged for other partners. We are exploring whether the hub model could work for other areas of Wyre.

Key learning points would be to get more volunteers involved from the outset, digital champions will be key for the future sustainability of this service rather than paid employees. The opening times are also limited at the market as it is only open Tuesday, Thursday, Friday and Saturday, 9.00-4.00. Ideally some late night opening would be good to target support for those in work.

### **Additional Comments**

Fleetwood Market, is one of the oldest markets in Lancashire when market rights were first granted in 1275 and first exercised by Sir Peter Hesketh-Fleetwood (founder of Fleetwood town) in 1840. The market has remained a constant through many times of change and is vital for the economic regeneration of Fleetwood. It has, however, struggled with footfall over the years and fails to attract local people. Income has declined but against all the odds, it still attracts many tourists and manages to generate a good return for the Council. The revitalisation of the market is a key project for Wyre Council and a programme of improvements is in place to explore ways to increase footfall and encourage local people to use the market once again.

Bringing the Digital Help Centre to the market is seen as a way to bring local people back to the market. It not only helps the people of Fleetwood through the digital skills they will develop but if we can encourage them to then go and shop at the market it helps to sustain a valuable asset which is important for the economy of Fleetwood. This collaborative project therefore ticks a lot of boxes and has been made possible thanks to a partnership approach including the council investing in the accommodation and thanks to CAB making the Digital Help Centre happen.



## Nominated Project: **Digital Product Team**

Organisation:



Nominated by: **Anne-Louise Arkle**

Organisation: **North Yorkshire County Council**

### **Project Aims and Objectives:**

As part of NYCC's Digital and Customer strategy, it was agreed early that we would look to manage customer online interactions in one place, in a consistent manner. This was to achieve the key objective we set of moving 70% of transactions online. It was decided that we would invest in building our own digital products/capability internally, using open source platform and open integration. We have a Digital Product team consisting of developers and a UX lead, who produce, enhance and maintain our core portal product. Across the 3 instances we currently have, it manages around 2500 Citizen service requests, 2000 Commercial Transactions and 100 partner requests on a monthly basis. As the system is integrated to the backend systems, the majority of these requests are going directly to the teams that need to complete the request e.g. highways teams, Care and support team.

### **The Achievements**

The product management model we have adopted has allowed us to continually improve the core product offer, across a number of existing services, whilst launching new services alongside this. As we have used the approach of building reusable components like 'report', 'book', 'pay', 'assess', we have targeted services that use these elements, making each service launch easier to build, with opportunities to improve the product as a whole. This has significantly reduced the overall investment needed than if we were doing these as services individually. In terms of achieving initial objectives, we are currently at 58% online for the services we have reengineered and launched into the portal.

It has been very easy to replicate our customer portal, with an instance being used by schools for our traded services and an instance for our parish councils being used currently for our highway services with opportunities to expand this further to support our district councils delivery service.

In addition, we have built a dashboard using Power BI tools which not only tracks customer numbers, but allows us to track personas, which has really helped us challenge misconceptions that only certain age types of customers use online products.

### **What are the key learning points?**

The key achievement has been our focus on reusable components like make a booking and make a payment, which has made it easy to bring new services in and has also allowed us to improve key areas customers were struggling with i.e. we are currently looking to improve our evidence upload process, which is used for bus passes and our new Blue Badge service.

Difficulties working with 3rd parties in terms of their experience using open API's- as not many other authorities are working in this way, we have had difficulties both with appetite and capability for suppliers to work with us using open API's.

Some ongoing challenges adopting an agile and product management approach in a very waterfall/business case organization- we are still not there and still working this up but this requires a significant culture change and buy in at senior level, to different ways of working.

Use of Google Analytics and Google data studio data has been really beneficial, enabling us to understand more about what our customers are experiencing, what they are struggling with, what they like and what they use most often. Challenge with the business to drive more online take up-risk averse-struggle to set more challenging targets.

## Nominated Project: **Ele - Brighter, Cleaner Future**

Organisation:



Nominated by: **Yunus Mayat**

Organisation: **Bradford Council**

### **Project Aims and Objectives:**

Bradford Council has agreed a target of 20% for energy for delivery of its own functions to come from renewable sources and for a 40% reduction in council CO2 emissions by 2020 and have already implemented solar panels and biomass boilers at a number of its properties and is now considering other energy efficiency technologies.

We recognise that while our power supply is globally standardised on AC (Alternative Current) transmission, many of today's everyday electrical products such as computers, laptops, mobile phones and LED lighting run on DC (Direct Current) power and as a result, require bulky, inefficient, energy wasting transformers.

In developing the system, the team at ELE have designed a method of distributing the DC power safely and efficiently through a building using Ethernet cabling. ELE has also developed an advanced lithium-ion battery storage (independently tested by University of Manchester) to enable even greater energy savings to be achieved by avoiding energy usage in peak rate periods, triad fines and levy avoidance along with the ability to store excess

### **The Achievements**

It is within the Department of Corporate Resources that a pilot for an Ele 'Power over Ethernet office solution' has been deployed. The pilot will demonstrate to the Council and its stake holders how the solution saves money off ongoing utility bills, reduces power usage at times of peak loads as the devices all run off stored energy, reduces heat output in the offices and reduces associated CO2 emissions, increases electronic device longevity and eases maintenance ongoing.

The summarised benefits of the ELE Computer solution are:

- Leading edge energy efficiency in LED Lighting & Desktop Computers
- Use of NIGHT-RATE overnight electricity to charge the ELE-POD or alternately using excess solar power that would otherwise be exported to the grid
- Reduction in CO2 created
- Clever use of distributed 'Direct Current' DC Electricity
- Utilise an IT solution WITH NO MOVING PARTS – no fans or motors means less points of failure
- Reduced energy losses & wastage
- Reduced noise & heat dissipation
- Reduced ambient cooling requirements
- Reduction in CRC tax burdens
- Enhanced green credentials
- Removal of PAT testing for 8 screens, 4 desktop computers, 4 laptops, 8 tablets or phone charges – 24 in total

### **What are the key learning points?**

- Trying new and untested technology, you have to put your foot into the water and give it a go, we found that Ele was just being established, yet they had gone through a number accreditation and testing before approaching the commercial market and we felt this was the right time to get this unique technology into the workplace and we signed up to NDA and also exclusivity with us (Local Authority)
- Senior management buy in of the concept, through a simple but effective business case for the use of Ele technology
- Getting our FM and AM on-board at the beginning of the project, as this is a real game changer for them moving away from traditional electrical cabling to UTC cabling which does not require certification nor do you need to have an electrical background
- Running CPD sessions for our FM and AM teams so that they can see the benefits of DC current to AC current, but most of all enhancing their skills in installing UTC cabling whilst they carry out normal electrical cabling for those heavy duty appliances
- A dashboard showing exactly what is being saved with the use of this new technology

### **Additional Comments**

The next phase is to look at the roll out of this technology within the rest of Britannia House and also a new building that needs a full refresh from top to bottom to see the effectiveness and cost savings both financially and environmentally. Mark and the team have been absolute brilliant working with Bradford Council and working tirelessly in the background to make this pilot a success, if it was not to do with Mark and the teams effort on this project this would never had been possible.

They have also gone the extra mile by involving the University of Bradford in their work and now creating a collaboration between the council, university and Ele to further enhance the product but also start to use the data captured for some ground breaking work from Ele. They truly derive this award and being a wonderful partner to work with on this new and exciting technology that we have been first to embrace and use and we can't start on the next new project with them.



## Nominated Project: **Electronic ID for Citizens**

Organisation:



Nominated by: **Chris Riley**

Organisation: **Lancaster Council**

### **Project Aims and Objectives:**

#### **Problem**

Some people struggle to prove their identity and where they live. It may be that they don't possess a driving license or passport, they may not have a utility bill and they are struggling to keep their birth certificate or other documentation safe. Often support projects need to record exactly who the person is and can spend too much of their time processing the identification. It can mean that the citizen is sent away to find documentation but often they don't return and therefore don't get the support they need.

#### **Aims**

Provision an electronic ID once for a citizen so that they can use it to authenticate themselves for many services across the place. Initially this will focus on the Lancaster CVS European funded projects but the intention is to include other Lancaster place support services. Initially this will be processed manually but the intention is to integrate the solution with services through the API.

#### **Solution**

Verisec provide an electronic ID solution for a smartphone which will allow the citizen to authenticate themselves easily. This will be supplemented with a secure document management system to ensure that evidence of identification is provided to back office systems.

### **The Achievements**

This project has not completed but the achievements we expect are:

- vulnerable people will be able to easily apply for the support services they need. This is a difficult business case to calculate but the assumption is made that making it easier to receive support services can only better serve the prevention agenda.
- frontline workers will spend less time proving an identification so that they can focus on providing their support service.

### **What are the key learning points?**

This project has not completed but the areas we expect to learn from are:

- whether a smartphone can provide citizen identification authentication for services across the local place.
- will citizens use them?
- will it be easy to provision an electronic ID?
- will services accept using a smartphone to authenticate someone?
- will it be easy to integrate an electronic ID to several support services?





Nominated Project:  
**Government API Standards**

Organisation:



**Government  
Digital Service**

Nominated by: **Rosalie Marshall**

Organisation: **Government Digital Service**



## Project Aims and Objectives:

APIs allow different applications to talk to each other. In government, we have had difficulty sharing information because APIs were not standardised. Also due to interoperability problems, departments and local councils were often limited to which applications from the public sector they can reuse.

The API Standards project has involved cross-government, both central and local, collaboration (as well as with the wider public sector like Network Rail) to create a common set of API standards. This will allow more reuse of information and technology in the public sector, ultimately saving the taxpayer cost.

## The Achievements

We have held 4 large cross-government events in partnership with iStandUK, bringing departments and local councils together to brainstorm API Standards. We have held additional workshops with experts in each specific area of API Standards to get consensus on particular standards and objectives. We now have a cross-government set of API Standards that are iterated and are now of interest to the US and European governments. We have been talking to the US Digital Service about how we have put together these standards, and will be presenting our work to European governments in Italy on the 18 October. Due to information and application reuse, our API Standards will save the public sector money and shows the UK has a lead in technical standards internationally.

## What are the key learning points?

- 1) When forming standards, understand who the lead practitioners are in each specific area and take your lead from them (to avoid being led down the completely wrong path – there are lots of very diverse contrasting views in tech!).
- 2) Keep standards about practical implementation, not theoretical what may be ideas.
- 3) To gain agreement and buy-in, create a core community of people interested in setting standards and keep them updated regularly with events. Make the events engaging. Find your lead practitioners at these events.
- 4) Share work on standards openly and be open to feedback but give contributors strict deadlines for leaving their ideas and responses
- 5) Work on the principles of iteration - everything doesn't have to be in the first draft. With future iterations, you can go into more detail and add more qualifications if necessary.
- 6) Keep standards minimal and link off to guidance, policy and case study documents where helpful.

## Nominated Project: **Learning Disabilities and Autism - Flexible Procurement System**

Organisation:



Nominated by: **Elizabeth McKenna**

Organisation: **Star Procurement**

### **Project Aims and Objectives:**

STAR's Flexible Purchasing System (FPS) is a ground breaking procurement initiative based on Greater Manchester (GM) Adult Social Care Strategy ambitions for Learning Disability (LD) and Autism, providing twenty multi-agency Health and Social Care organisations an efficient 'one-way' approach to procuring LD and Autism services across GM. The FPS delivers a sustainable market resource to co-design integrated services and offer new opportunities to market test/select providers, enabling commissioners to meet expectations of GM citizens. The FPS is flag-flying for innovation, co-design and service user engagement.

STAR now has a platform for all future GM procurements and this approach is being shared beyond the region as an exemplar of improvement and innovation.

We have delivered innovation by bringing together differing partners into one approach; delivering person-centred, outcome focused packages to support people with LD and Autism to be independent at home, learn new skills and connect with others.

### **The Achievements**

- Driving co-design across procurement, commissioning, providers and citizens.
- Empowering citizens;
- Sourcing innovative solutions, developing a sense of community and sustainable local networks;
- Supporting GM Strategy and ambitions for Adult Social Care;
- Underpinning a fragile market for LD and Autism services;
- Resolving disparity in quality and pricing across GM;
- Encouraging collaboration across commissioners within GM, improving efficiency and reducing procurement time;
- Delivering flexibility for new market entrants;
- Allows flexing for future innovation and market-testing;
- Utilising the flexibility of the procurement Light Touch Regime.

This ambition was substantial in a short timescale, to:

- Achieve through procurement efficiency and standardising, a GM market approach;
- Break new ground - achieving commitment and collaboration across 10 GM Authorities, led by citizens, providers and commissioners;
- Raise quality and help shape and strengthen the local supply market

### **What are the key learning points?**

- GM wants sustainability which underpins its strategy;
- Providers need to apply once and undergo one set of due diligence for appointment;
- Procurement needs to be undertaken corroboratively - a whole system approach to commissioning;
- Creativity in designing the system results in significant flexibility;
- Co-design is key, giving a real advance in the delivery of procurement and citizen empowerment;
- Market engagement is paramount to successful market buy-in;
- Key tools creation as a result of co-design enables creation of a 'Lotting' Strategy;
- Communication Strategies and Market Engagement Plans are invaluable;
- Innovation is challenging - we were proposing something different, which was met with scepticism. Providers were unsure of our motives, commissioners were simply unsure;
- Have a plan to sell the concept; our plan was 'ENGAGE, ENGAGE, ENGAGE'!
- Governance was a challenge; to get 20 organisations to agree and sign up to a 'one-way' approach, with one Lead Authority. This took time and required strong negotiation and multiple engagement.





**Nominated Project:**  
**North Yorkshire Connect -  
Community Services Directory**

**Organisation:**



**Nominated by:** Jason Geldard-Phillips

**Organisation:** North Yorkshire County Council

**Project Aims and Objectives:**

The North Yorkshire Connect project was created in order to provide residents of North Yorkshire with a single information repository in accessing details of services, support organisations, activities and things to do within North Yorkshire.

Some of this information was already available online, albeit in a variety of hosted websites and the information was presented in multiple different formats, providing an inconsistent customer experience and also being time consuming and difficult for the customer to find the specific local information they required.

Much of this information was also out of date, reducing the customers confidence in the quality of the information that they were being provided with.

The cost of hosting these websites and the resources spent on updating and maintaining the information was not sustainable and it was agreed that a new approach and a new product was needed for residents to provide them with a consistent user experience, up-to-date information and a one-stop-shop for finding out what community services were available within their locality.

The underpinning data sources were held in a variety of different formats, so it was agreed that standards specified by iStandUK would be used.

**The Achievements**

After a great deal of consultation with the public and many voluntary and support organisations via multiple 'Design Jams', staff within the Technology & Change department created a new Community Service website for use by North Yorkshire residents.

Existing datasets were revised to meet the data standards specified by iStandUK to ensure that key information about the service or organisation was collected, recorded and presented in a consistent format. In addition the North Yorkshire Connect website allows users and organisations to 'self serve' by uploading their own information directly onto the website by populating key fields as specified by iStandUK.

The previous iterations of this website required an average of 1,500 hours of administrative maintenance each year to manually add and review listings which is no longer required. The council has also saved further costs by hosting and managing this website inhouse.

Feedback from customers on the new website has been extremely positive and the use of an agreed data standard for community service information within the council means that this information can easily be re-used and shared with other public organisations and within the voluntary sector.

**What are the key learning points?**

The benefits of the application of data standards are not always obvious within a large organisation, however, the amount of time and effort required to combine multiple data sources, all containing different fields and a variety of information being collected and recorded in different formats in order to provide a consistent view of this information meant that much time and resource was being wasted unnecessarily and a better way of doing things was required.

Although it was initially a challenge in selling the benefits of utilising data standards, these are now recognised as having value in achieving data consistency and interoperability between services as well as partner organisations and will be a strong driver in our next big project of delivering a single view of a customer across the organisation.

**Additional Comments**

Although utilising iStandUK data standards for community services within North Yorkshire Connect has benefits for our council, as well as the residents on North Yorkshire, we hope that other councils adopt this standard going forward.

The aspiration is by councils using these data standards that a national community directory can be established and made available to the public via websites and mobile apps. This means a member of the public will always have access to up-to-date and relevant service, support and community information within their current vicinity regardless of where they are residing or visiting within the UK thus removing existing geographic boundaries and giving the user a one stop shop for their local information needs. For more information about North Yorkshire Connect please see the video link - [www.youtube.com/watch?v=4C6o6LV5-iM](https://www.youtube.com/watch?v=4C6o6LV5-iM)





## Nominated Project: **Place Based Public Service Integration**

Organisation:



Nominated by: **Tanya Wilcock**

Organisation: **Wigan Council**

### **Project Aims and Objectives:**

Securing improved outcomes for residents of the borough, at a time when the budgets for public services are under intense pressure requires public service partners to work together in a radically different way. In Wigan Borough we already have evidence that supporting residents to be independent and in control of their lives and connected to their communities can substantially improve their outcomes and reduce demand for public services.

A key element of this work is to recognise that residents live in communities and expect public services to work together in those places to support them to achieve their ambition. All public services increasingly recognise that the ability to improve outcomes and reduce demand for their own service often lies with other public service partners. It follows that public services in the borough need to have a common "currency" by which we can create opportunities for public service staff, from whatever organisation or sector, to work together, and in the context of a shared approach.

### **The Achievements**

Our Place based approach started on 01/04/17 with the appointment of 7 Service Delivery Footprint Managers. Aims were to:

- integrate services based around the person and the place
- focus on prevention and early intervention
- reduce demand on statutory and crisis interventions

The following has since been achieved:

- Principles of Place based integration agreed across the public service partnership
- Seven Service Delivery Footprints (SDF) established and agreed with partners
- Joint operational oversight and management across partnership
- 7 SDF managers appointed in April 2017 to coordinate the public service offer across the place
- 7 MDT case management Huddles established focusing on 715 families and 989 individuals
- SDF Locality Hubs identified for multi agency staff to work from
- 7 Multi Agency front line workforce meet and greets delivered in June – July 2017 and 7 Middle manager training sessions delivered in May 18
- Staff equipped with technology and tools to enable them to work flexibly in the place
- SDF profiles developed
- Other public sector services aligning staff to the SDF model
- Costed case studies developed

The feedback from staff evidences improved outcomes for residents

### **What are the key learning points?**

Whole system strategic leadership across all partners is key to delivering the changes required. Enablers are key in supporting staff to work differently:

- Workforce development and training.
- Enabling front line staff to have agile kit and ensuring wifi connectivity so decision making can take place in real time.
- Having a convener of place - for us the SDF Manager to coordinate and build team environment across differing services and cultural ways of working.
- IG support.
- Working with our voluntary sector as partners in our delivery of services.

### **Challenges**

- IG - differing levels of understanding around consent and sharing of information.
- Services and organisations reluctant to change they way they work.
- Staff unsure about the complex matrix management in the place.
- Systems and referral processes that stop services from offering much needed support - referral systems and thresholds.
- Financial pressures meaning front line staff don't get the agile kit required to work differently.
- Meeting needs of services and not prioritising needs of people.
- Changing the way staff work to move beyond their silo or service and offer a key worker approach.

### **Additional Comments**

As our work continues we will develop further evidence of the intervention but we will also routinely review a number of key metrics of public service demand reduction/improved outcomes, both at a borough level and at a SDF level. These metrics will include the following indicators of reactive public service cost and resident experience:

- A&E attendances
- Unplanned hospital admissions
- Number of Looked After children
- School readiness
- GMP activity
- Adult Social Care Cost
- Healthy Life Expectancy
- Loneliness and community connectedness

It is recognised that progress against these and other indicators does not in and of itself constitute an assessment of the effectiveness of place based working. It does however constitute a high level assessment of the final outcomes of a number of interventions across the borough, of which one is the alignment of public service into 7 SDFs. We contend it is hugely methodologically challenging to conduct an evaluation of this scale however, it is plausible from staff and resident testimony to date that place based working is making a contribution to improved outcomes and financial stability.

Nominated Project:  
**Simulated Phishing Exercise**

Organisation: 

Nominated by: **Lou Heslop-Coleman**

Organisation: **Calderdale Council**

## Project Aims and Objectives:

Cyber security is a high priority for all Councils, and particularly at Calderdale Council. The threat of cyber attack is very real, and we work hard to ensure that we have robust technical controls in place to ward off any would be attacks. However, technical controls alone are not enough; we also need to work hard to ensure that our people and processes are strong in the face of the cyber threat. Our staff are our greatest asset, and our first line of defence.

One particular threat that we face on a very regular basis is that of phishing emails.

To that end, we took the decision that we needed to work with and help our staff to understand this very real threat. The way in which we did this was to formulate a communications strategy, to communicate relevant information regarding phishing, and then follow this up with a simulated phishing attack. We sent out messages highlighting the type of things to look out for in phishing emails. The objective was to “temperature check” our organisation and garner responses from staff so we could tailor relevant training materials that are pertinent and fit for purpose, to assist our staff in gaining capability going forward. We have conducted the exercise for 2 years running.

## The Achievements

The campaign has vastly improved our colleagues understanding around the practice of phishing. Firstly, the exercise highlighted the issue to all staff and showed them in a very real way how genuine these emails can appear to be, and how easy it is to fall in to the trap. We got our staff talking about the issue, and what to look out for.

We have seen an upturn in the reports of phishing that we are receiving to our service desk, which proves that there is a greater understanding and a heightened vigilance around the organisation.

We have also made changes to the way in which we actually deal with phishing emails, by implementing a process to log and deal with phishing reports in a timely fashion, meaning that we are taking a proactive approach to the threat.

## What are the key learning points?

The campaign gave us a clear insight into staff attitudes towards cyber attacks, and challenged some of the beliefs we held regarding their awareness levels. We learned that regular communications to staff regarding cyber-attacks are essential to keep the issue fresh in people’s minds. These communications must also reinforce the message that cyber security is everyone’s responsibility. However, these messages must be delivered in a non-technical manner, so that they are accessible to all staff. We used the results to identify staff that needed extra training regarding cyber security, lowering the risk of a response to a genuine phishing attack. Conducting an exercise like this is a safe way to test if you have any potential issues in this area that need addressing, such as additional training that staff may require.

## Additional Comments

We believe that we should win this award as we have carried out this exercise in order to be an example to other organisations who can draw from our experiences and learn lessons that will benefit their own organisation. By taking a proactive approach, we have gained valuable knowledge about staff understanding and attitudes towards this threat, which we are happy to share, and which we believe can only be a positive thing when dealing with cyber threats.



## Nominated Project: **SMART Parking in Harrogate**

Organisation:



Nominated by: **Nick Leggott**

Organisation: **North Yorkshire County Council**



## **Project Aims and Objectives:**

North Yorkshire County and Harrogate Borough councils have launched a joint initiative to create the country's first 'smart parking' town in Harrogate from November 1. (This is the first of a number of joint initiatives under the SMART Harrogate programme.) Initially on an 18 month pilot basis. Working with Appy Parking, the town will see parking partly managed by 1,600 surface-mounted BlueTooth sensors in all street parking bays and off-street surface level car parks. The first 'smart parking' app is set to be launched in Harrogate, offering motorists the chance to be guided to available spaces and pay for exactly the time they stay. The solution identifies available spaces, provides cost information and assists navigation to the most suitable parking space. On arrival motorists can start their parking session via the AppyParking app or can choose traditional pay and display machines. When using the AppyParking app, the motorist does not have to predict how long they will be in the bay, and the session automatically ends when the car leaves the bay. Smart parking should significantly improve parking and traffic management, reduce pollution, support the visitor economy and enhance user experience, by using the data provided.

## **The Achievements**

Being at the forefront, with Harrogate Borough council, of the initiative to have the first town in the country to implement a holistic SMART parking solution.

Collaboration with Harrogate Borough Council.

The first of a number of SMART initiatives for Harrogate that both councils are working on. These include; Public WiFi, LPWAN, Wayfinding apps etc.

The expected benefits are; Improved traffic management, reduced congestion/pollution, new opportunities around data-driven real-time town centre traffic management, enhanced customer insight, optimisation of operations and enforcement activity, national/global recognition as a progressive, innovative, 'smart' place, reduced cash management, real-time data and insight to improve event management and faster turnover of bays.

## **What are the key learning points?**

- Make sure you have enough time and resources to implement something.
- Plan well and make sure key stakeholders are involved at the appropriate time.
- Make sure contracts with suppliers are correctly worded to ensure your projects are a success.



**Nominated Project:**  
**Stockport Together - Access to full GP record in A&E at Stepping Hill Hospital**

**Organisation:**



**Nominated by: Phillipa Nazari**

**Organisation: Greater Manchester Combined Authority**

## **Project Aims and Objectives:**

The GP practices in Stockport utilise the EMIS GP system. The EMIS EPR Viewer provides a 'read only' view of shared records held in EMIS Web as a standalone system. Clinicians in the Emergency Department at Stepping Hill hospital are now able to view a consenting patient's full GP record where it is necessary to provide and support the treatment and care to that patient. Other initiatives nationally enable partial access to the GP record but this enables full access to the patient's GP record.

This allows the treating clinicians in the emergency department to have 24 hour secure access to GP patient records to enable more informed clinical decisions on how patients are treated based on previous medical history and current treatment plans. It enables safer care, identification of current patient medications and allergies, reduces unnecessary emergency admissions and avoids duplicate tests.

Previously, urgent or emergency care clinicians relied on contacting GP practices directly to obtain this information, or made clinical decisions based on the patient's presenting condition and information from the patient. This therefore significantly reduces or potentially removes requests from the Emergency department to GP practices.

## **The Achievements**

Enables clinicians to provide better more informed care to patients. It provides an environment in which safer care can be delivered which drives better outcomes for patients. Significantly increased confidence in delivery of care by clinicians and medical professionals. Allows for identification of current patient medications and allergies, reduces unnecessary emergency admissions and avoids duplicate tests.

Improvements in diagnosis times expedites patient care, improves the patient flow and reduces service costs as clinicians and patients do not have to wait for the information to arrive by other means. Most importantly it provides assurance to patients that medical professionals know and understand their current and past medical conditions and can make the right decision at the right time about their treatment and care.

## **What are the key learning points?**

The legislative landscape with regards information sharing is one that is complex and privacy is an emotive subject close to many peoples' hearts. Do not underestimate the amount of work and effort that is required to get stakeholders on board with a journey such as this. Although the benefits to individuals are clear the key to success is to evidence the considerations and due diligence about the security and privacy obligations.

Engaging key stakeholders as early as possible in the project is important especially those who are data controllers with nervousness about sharing the information they are responsible for.

## **Additional Comments**

The benefits to the sharing of GP data in this way are vast. The individuals that came together working as a team from lots of different organisations on this unique sharing initiative worked tirelessly to reach the final outcome. They made the project a true success and placed patients in Stockport in a much more beneficial position in relation to being delivered better emergency care outcomes.

## Nominated Project: **Superfast North Yorkshire Phase 3**

Organisation:



Nominated by: **Kevin Draisey**

Organisation: **North Yorkshire County Council**



### **Project Aims and Objectives:**

North Yorkshire is the largest geographical county in England. Many of its rural communities suffered from the digital divide, with limited or no access to internet services putting them at a significant social and commercial disadvantage. The project was first formed in 2010 to deliver and build a pioneering, multimillion pound network that would transform North Yorkshire's broadband speed. By the end of phase 1 and 2 89% of premises could receive superfast broadband allowing continual business growth, educational developments and social value across the county at exceptional value for money for the taxpayer. Despite the success of the first two phases some communities were still receiving inadequate or even non-existent broadband connectivity, these represented the hardest to reach areas. Phase 3 encompassed the enormous and complex aim of delivering a contract to reach as many of these areas as possible. The change this cross functional project brings to residents lives should not be underestimated. The project will provide a significant economic uplift to rural communities in North Yorkshire. An evaluation of Phase 1 of the project showed a Gross Value Add to the North Yorkshire economy of over £30M.

### **The Achievements**

- Cross functional project team established across the council and its wholly-owned company NYnet including procurement, legal, finance and technical experts.
- Inclusion and consultation with the operators, trade society and Department for Digital, Culture, Media and Sport throughout the project.
- Development of a bidding mechanism that opened the bid process up to smaller suppliers supporting the inclusion of SMEs.
- Use of a Competitive Procedure with Negotiation (CPN) procurement process, previously unused in the authority, which allowed for creativity and the ability for the project team to drive the best commercial outcome for the taxpayer.
- Successful contract award to Openreach to deliver the project
- The cross functional project team have been recognised as a pioneer of the process in the Yorkshire and Humber Region for CPN.
- Increase and boost to the North Yorkshire economy for continued business growth.
- Expanded educational opportunities through access to learning materials and support those growing up in North Yorkshire.
- Delivery of cost-effective technology to enhance social aspects and improve quality of life.

### **What are the key learning points?**

The rurality, size and sparseness as England's largest county proved unattractive to telecoms operators as a commercial return for the area was more difficult to achieve than in other areas of the country. Therefore broadband providers were unlikely to offer their services to more than 42% of business and residential premises. The cross functional project team consulted with a number of telecoms operators as well as the telecommunications trade society (INCA), to establish the most practical options that would encourage the operators to bid. The strategic aim of the project is the eradication of the digital divide and to provide rural communities the same opportunities as those enjoyed elsewhere. This would have the effect of increasing access to superfast broadband to previously unobtainable rural areas, supporting continual business growth, educational and social aspects. Fourteen thousand more North Yorkshire homes will get superfast broadband because of this cross functional project. Some of the things we take for granted in our personal and professional lives are now a reality for the first time for residents and businesses in rural areas of North Yorkshire. The project will be transformational for residents and businesses.

### **Additional Comments**

Councillor Don Mackenzie, the County Council's Executive Member for Broadband "The outcome of the phase three procurement is remarkable and puts the quality of broadband provision to some of our most remote communities on to a new, much higher level. It is very good news indeed for those residents who have been waiting patiently for SFNY to get to them and their patience is likely to be rewarded with some of the best broadband quality in the country."

"Openreach will now be compiling a list of communities, which are likely to be included in the phase three programme and which we expect to be able to publish in April."

"The council and SFNY will consider further additional investment in superfast for the residual five per cent of premises likely to be excluded from the phase three list, so that they too have the possibility of receiving high quality broadband between now and 2021, when phase three concludes."

The County Council Leader, Councillor Carl Les "Phase three of SFNY's broadband expansion programme represents a fantastic boost to the economy of the county and will give many more small rural firms the ability to compete and to grow their businesses."

"The provision of high quality broadband has been a major priority for the county council to address the fact that commercial providers would never have delivered it without our intervention. It has been a major multi-million pound investment by the county council to reach as near to 100% of our residents as possible".

# TRANSFORMING AND INNOVATING PUBLIC SERVICES AWARD NOMINEE

Nominated Project:  
**Tameside App**

Organisation:



Nominated by: Nicola Smith

Organisation: Tameside MBC

## Project Aims and Objectives:

The Tameside App began life in 2014 as part of the Council's drive to increase levels of recycling. It was simply designed to remind residents the night before their weekly waste collection date which colour of bin needed to be presented. With ten's of thousands of downloads in the first 18 months, the App was being used by more than 1 in 6 households in Tameside. Since then the App has been further developed to support "in cab" functionality. iPad's have been installed across the refuse fleet. Issues such as "pull out and returns" are flagged to the driver and residents can now report missed bins directly to driver on that round so they can return if practical and also provide notifications back to the resident. The App has now been extended to include reporting Street Scene issues such as litter, grot spots & graffiti. Each report is GPS positioned & photo's can be uploaded. A map provides details of all reports across Tameside & once resolved notifications & "after photos" to show the issue has been cleared are sent. This functionality is being expanded to include pot holes and street light issues during Autumn 18. A Members App version is also being launched which provides ward based reports to Councillors.

## The Achievements

- Over 20,000 downloads of the App and over 1 million transactions per year.
- Reducing failure demand calls to call centre (missed bins).
- Raise awareness of what recyclables goes into which bin and so help to increase recycling figures and make "bin swap" process easier for residents.
- Developed using in-house team and local resident.

## What are the key learning points?

- System designed to allow residents to interact direct with refuse crew or Street Scene Team regarding issues reported by the App. No need for back office intervention.
- Simple, intuitive system allowing people to report issues quickly, simply and at their convenience.
- All requests and reports receive "feedback" notifications so that residents are clear about what's happening, what they need to do or when the things are resolved.

## Additional Comments

Since the latest version of the Tameside App was launched in April this year it has quickly become the most popular way for residents to report Street Scene issues as well as keep up to date with the which bin is being collected on what day. The Members App will ensure Councillors have a real-time view of issues in their ward, with the ability for them to "watch" certain reports and interact directly with the back-office or front line staff on any issue.





Nominated Project:  
**TED Project Team**

Organisation:  
**Plus Dane Housing**

Nominated by: **Amy Oldfield**

Organisation: **Plus Dane Housing**

## Project Aims and Objectives:

A project team was established to deliver a new housing management system with a focus on transforming service delivery for our customers and improving the user journey for our staff. We knew the scale and timeframe for the project was ambitious with one of our biggest challenges being getting buy in from staff. Due to our dispersed offices it was a logistical challenge to involve colleagues. In the past we have held events where all staff needed to travel to one location taking them away from their jobs, costing time, money and reducing the service to our customers. As a digital project we decided to use technology to tackle this problem. As a change from the usual 'beauty parade' of tender respondents, we used Skype for Business to run over 70 demonstrations online. It was vital that staff were given the time to attend the demonstrations as this made up 5% of the scoring towards the bid and the engagement from staff at all levels of the business was priceless. Using technology, planning, passion and enthusiasm we managed 72 demonstrations across 8 working days to ensure that staff had the opportunity to attend sessions within their specific field and contribute to the selection of our new system provider.

## The Achievements

We turned a potential logistical nightmare into a success. The geography of our organisation has staff split across five offices in three local authority areas. The approach we took ensured we had the right colleagues in the appropriate sessions, increasing engagement (415 staff) and delivering significant cost savings through the use of Skype. We calculated that it saved our staff almost 20,000 miles in travel, equating to approximately £9,000 of potential mileage claims and around 90 days of lost hours spent on motorways. In terms of our carbon foot print, we made an estimated saving of 7.8 tons of CO2 emissions. Furthermore, we were quoted over £15,000 to have a suitable venue for the 8-day period, so obviously the use of Skype meant that we didn't need to consider that option. Staff were able to leave their desk, go to their nearest meeting room and take part in the session. An additional benefit has been that staff who were involved who hadn't used Skype before have continued to champion its use in their own roles, increasing general uptake of Skype across the organisation, resulting in ongoing time and cost savings as well as greater collaboration.

## What are the key learning points?

- Ensure that the sound quality is good, particularly for larger groups.
- Have a trial run with the supplier in advance of the demonstration. Plan and prepare, the team had support on hand from IT to deal with any issues.
- Have an agenda and stick to it – with an opportunity for questions at the end of each item.

Our key learning was the importance of the sound quality. We used portable speakers to enhance the volume and the presenter needed to be close to the speaker for clarity of sound. On occasions we lost the sound and questions and answers needed to be repeated and clarified to make the process fair. For organisations considering using Skype, it may be worth investing in surround sound equipment. Having key project team members at each site is crucial for the communication to flow and give both sites the same opportunities to engage. It is essential that the suppliers have access to Skype for Business and are set up as external contacts within the software.

To reduce the risk of any issues on the demonstration day, it's worthwhile to complete a test run with the suppliers to ensure that connectivity is of a good standard for the demonstration to take place successfully.



# TRANSFORMING AND INNOVATING PUBLIC SERVICES AWARD NOMINEE

**Nominated Project:**  
**Transformation of the  
Cheshire West and Chester  
Streetscene Service**

**Organisation:**  **Cheshire West  
and Chester**

**Nominated by: Rob Butler**

**Organisation: Cheshire West and Chester Council**



## Project Aims and Objectives:

In 2015, there was a change in political control in Cheshire West and Chester. Between October 2015 and January 2016, the new Labour administration embarked on an extensive 12-week consultation with local people, with more than 1,800 people offering their views on the issues and priorities that mattered to them. This consultation included a broad range of methods and resulted in a new 2016-20 Council Plan.

To deliver our vision of a Thriving Borough, we recognised that we had to act differently as an organisation - starting with our organisational culture, values and behaviours. With this in mind, a number of workshops and focus groups were held with staff to develop six THRIVE values - Teamwork, Honesty, Respect, Innovation, VfM and Empowerment - and, broadly, our objectives were as follows:

- To ensure that Cheshire West and Chester's 'THRIVE' values were embedded across the Council, changing behaviour and creating a can-do culture, and to improve staff engagement and staff performance

Considerable effort had to be made to ensure that typically harder to reach groups were engaged through more innovative methods tailored to their circumstances. One such example is in relation to our Streetscene Service.

## The Achievements

We began by working closely with our 125 Streetscene colleagues to co-produce a Streetscene Culture Plan. Given the geographical spread and variety of hours worked across the service, a range of methods were used to establish the current issues and areas for improvement from the team's perspective - including; one-to-ones, focus groups, team meetings and conversations during the course of a working day. It was also important to demonstrate that we were listening right from the start - and not unnecessarily delaying any positive changes that we were able to make straight away, which were well received.

In relation to Objective 1 - Embedding Thrive - 80% of Streetscene staff (iiP survey) agreed that 'the Council empowered and involved people,' while 76% of staff agreed that they were 'living the organisation's values and behaviours,' more positive than many other areas of the Council

Regarding Objective 2 - Improving Engagement and Performance - the Streetscene iiP feedback rate was 68%, against a Council-wide 41% in 2013. The proportion of Streetscene staff rated as Exceeding in their appraisal rose from 8.3% to 26.6% inside six months - and in contrast to previous years, none of the team were deemed to require improvement.

## What are the key learning points?

Feedback throughout the transformation programme was a view that similar efforts to embed culture change historically had failed, due to operational demands taking over - and resulting in an increased level of cynicism. Key to the success outlined above was our commitment to maintaining momentum; not delaying any positive changes which could be made straight away; and embedding Thrive values and continuous improvement through the Streetscene Culture Plan as the new 'business as usual,' rather than a one-off event. We held monthly culture checkpoint meetings to chart progress, and developed them into a monthly culture steering group, which still occur today.

In addition, we were careful to tailor our approach to different staff members, opening up clear processes for ongoing two-way communication. Central to the immediate and significant increase in 'Exceeding' appraisal ratings was our engagement with Streetscene management and staff to develop and appropriate, consistent and clear framework for monitoring and grading performance; all of which was successful in embedding our values and positively influencing the culture across one of our most disparate and geographically-challenging Council services.

## Additional Comments

HR worked with the service to develop a matrix explaining exactly what is meant in each job role to be performing well, exceeds or outstanding. This, together with an explanation of our THRIVE values, was pulled into a pocket-sized guide and distributed to all operatives at depots across the borough - giving staff the opportunity to prepare evidence ahead of their mid and end of year appraisals. In addition, Performance Management training sessions were held with all supervisors to ensure they were undertaking the appraisals correctly and consistently.

This has had a positive effect on residents across the borough, with the creation of a high performing culture resulting in improved productivity and quality of work by the Streetscene Service; and characterised not only in engagement and appraisal increases, but also by a reduction in the number of related MP queries (90 in 2016, 71 in 2017)



## Nominated Project: **Whole School Approach to Restorative Practice in Liverpool Schools**

Organisation:



Nominated by: **Alison Moglione**

Organisation: **Liverpool City Council**

## **Project Aims and Objectives:**

The Liverpool Families Programme invested in a pilot programme for 6 schools during 2015 – 2017 with Restorative Thinking Limited to develop a restorative practice whole school approach to improve behaviour, develop better relationships and reduce young people from being excluded from school. Six schools were recruited from across the primary, secondary and special sector.

The pilot provided leadership training and workforce development in restorative thinking practices, and each school also identified and worked with a defined cohort of pupils at risk of exclusion to track their progress (behaviour) and outcomes (attendance and attainment) over the course of the pilot. It is fair to say that each school had different challenges and successes through their journey, and therefore their outcomes varied greatly, ranging from improvements in attendance and persistent absence, punctuality, behaviour, fixed term exclusions, attitude to learning, and teacher pupils' relationships.

## **The Achievements**

Schools that took part in the pilot found ways to embed restorative practice and principles in their schools and found:

- Staff and pupils felt better supported and listened to and emotional literacy improved; even the youngest children in nursery classes developed their emotional vocabulary.
- School Improvement Liverpool (SIL) review stated "Behaviour has improved both in class and around school. Routines are more clearly established." (Feb 17)
- Evidence was generated in schools towards Ofsted's criteria for personal development, behaviour and welfare.
- In one pilot school, Fixed Term Exclusions reduced by 51%.
- One school reported an improvement in attainment in maths across the school following the implementation of restorative practice to create a better classroom learning environment.

RP was used in special schools when meeting with parents to great effect, and staff were able to highlight examples of how and when RP worked in all schools at parents' and carers' events, which helped parents to try to adopt a similar approach in the home. RP also supported pupils to reflect on and improve their behaviour. Class circle time (a key feature of RP) also enabled students to voice their opinions and feelings.

## **What are the key learning points?**

Information from the pilot, along with the views of pupils, staff and parents, as well as information about informal restorative practice in other schools formed part of the evaluation. As a result, the Families Programme included a new Restorative Practice programme as part of the successful Earned Autonomy bid and will roll out to a further 12 schools.

The pilot identified the following gaps which will be addressed as part of the phase 2 roll out:

- 1) Robust recruitment - Schools identified as having high risks around behaviour, offending, persistent absenteeism and social need indicators were invited to apply.
- 2) Engagement with parents - to develop an RP tool which provides parents with the necessary information about RP and how to create a consistent learning, and behaviour approach for their children away from school.
- 3) Improved data collection - qualitative and quantitative data will be used to measure the impact of the project within individual schools. This, hopefully, will not add to the existing burdens on schools.
- 4) Sustainability - will enable schools to develop their staff into local RP RP leads so that other Liverpool schools can begin their RP journey beyond the duration of this funded programme.





# HOW TO GET INVOLVED IN 2019 iNETWORK INNOVATION AWARDS

Have you been part of, or know of, a team that has worked on an innovative project that has delivered tangible service delivery, efficiency, or citizen outcome improvements in the last twelve months?

If so, the 2019 iNetwork Awards represent the best opportunity to celebrate, learn, and share innovation across the local public sector.

## How to submit a nomination

Open to iNetwork member organisations, submitting for an Innovation Award is really easy. Simply identify an innovative project, choose the relevant award category, and complete a short online form outlining the project's details and accomplishments.

## What are the categories?

We are accepting nominations for the 2019 iNetwork Innovation Awards in the following categories:

- Transforming & Innovating Public Services Award
- Effective Information Sharing & Security Award
- Connected Procurement & Commissioning Award
- iStandUK Award
- Partner Excellence

## What are award stages?

Nominations for the 2019 Awards open on 15th May 2019. The closing date for submissions this year is midnight 15th September 2019. Submit your nomination through [i-network.org.uk/nominations2019](http://i-network.org.uk/nominations2019).

## Find out more

For full details of the awards process and to nominate a project, please go to [i-network.org.uk/awards2019/](http://i-network.org.uk/awards2019/)

