



## Categories & Criteria

### 1. Business Transformation

Sponsored by:



- You only have to submit a single statement explaining why you should win (up to 1,000 words).

This award is open to a single council or where appropriate a partnership of councils, or a council-owned company. Private sector partners can enter on a council's behalf, with the permission of the council itself. This category is open to councils who have successfully fundamentally transformed the way they work, either across their entire organisation, across a number of organisations or across a directorate. Such business changes are often made in response to reduced resources, service pressures and the need to better coordinate the work of local partners across traditional organisational boundaries.

#### Submissions should focus on:

- Why there was a need for change and how the new system resolves or alleviates previous difficulties;
- How the transformation programme has been implemented, focusing on milestones over the course of the past year the approach to leading and managing the transformation process, including stakeholder engagement. **(1 April 2017 – 31 March 2018)**

#### Award entries will be judged on:

- The level of ambition shown of the business transformation;
- The extent to which the transformation achieved its goals and the quality of the evidence substantiating those achievements;
- The quality of system leadership and stakeholder engagement deployed to achieve the transformation.

This award is open to a single council or where appropriate a partnership of councils, or a council-owned company. Private sector partners can enter on a council's behalf, with the permission of the council itself. This category is open to councils who have successfully fundamentally transformed the way they work, either across their entire organisation, across a number of organisations or across a directorate. Such business changes are often made in response to reduced resources, service pressures and the need to better coordinate the work of local partners across traditional organisational boundaries.

#### Submissions should focus on:

- Why there was a need for change and how the new system resolves or alleviates previous difficulties;

- How the transformation programme has been implemented, focusing on milestones over the course of the past year the approach to leading and managing the transformation process, including stakeholder engagement. **(1 April 2017 – 31 March 2018)**

**Award entries will be judged on:**

- The level of ambition shown of the business transformation;
- The extent to which the transformation achieved its goals and the quality of the evidence substantiating those achievements;
- The quality of system leadership and stakeholder engagement deployed to achieve the transformation.

## **2. Campaign of the Year**

This award is open to a single council or where appropriate a partnership of councils, or a council-owned company. Private sector partners can enter on a council's behalf, with the permission of the council itself. The communications function is more integral to what councils do than ever. Influencing behaviour – in relation to, for example, recycling, transport or looking out for older neighbours – is increasingly important, as is the need to build trust in the difficult decisions councils have to take in these challenging times. Campaigns can make a significant contribution to achieving these objectives, and this award is designed to showcase councils' expertise in this area.

**Submissions should focus on:**

1. The objectives the campaign was intended to achieve;
2. A summary of the campaign strategy, including target audiences, media, image, timing and budget etc;
3. The extent to which the campaign achieved the objectives including, for example securing behavioural changes;
4. The evidence base used to inform the need for and contents of the campaign and measure its impact;
5. The extent to which partner organisations were involved in the campaign

**Award entries will be judged on:**

6. The quality of the campaign, including design, format, delivery and evaluation;
7. The impact of the campaign and the extent to which it achieved the council's objectives;
8. How the campaign contributed to the council's wider objectives and strategy.

## **3. Children's Services**

Sponsored by: **AlphaBiolabs™**

This award is open to a single council or where appropriate a partnership of councils, or a council-owned company. Private sector partners can enter on a council's behalf, with the permission of the council itself. Children's Services are very much a service under pressure. There is an imperative to protect vulnerable children, the importance of early intervention and the changing relationship with schools – all under an intense media spotlight. This award is intended to recognise the success of those councils that adopt a genuinely strategic approach to this vital service area.

**Submissions should focus on:**

- The council's approach to meeting the needs of:

- children who need help and protection, including early help;
  - children looked after, including adoption, fostering and the use of residential care;
  - young people leaving care or preparing to leave care;
- The council's main achievements (supported by evidence), with a particular focus on tangible improvements in the lives of children and young people;
  - The steps you took to secure those achievements and the most important drivers of change;
  - Any innovative approaches you have adopted, including in their relationship with schools.

**Award entries will be judged on:**

- The scale of the council's ambition in this area and the extent to which it is being achieved;
- The extent to which you have adopted a strategic approach to children's services, including early intervention;
- The quality of your relationship with schools, the health service and other key agencies;
- The impact of your service on the lives of children and young people.

#### **4. Community Involvement**

This award is open to a single council or where appropriate a partnership of councils, or a council-owned company. Private sector partners can enter on a council's behalf, with the permission of the council itself. Many councils are seeking to establish a new relationship with local people and local communities. Community involvement and engagement is increasingly important as a way of shaping council thinking, contributing to service design and improvement and to responding to continuing resource pressures. It may also involve direct community involvement in service delivery. This award is intended to showcase the whole range of community involvement.

**Submissions should focus on:**

- Summarising the project concerned and the nature of the community involvement;
- Setting out the aims of the project and the extent to which they have been achieved, with a particular focus on achievements in 2015-16;
- How community engagement contributes to the council's wider objectives and strategy;
- The main drivers of success and the approach the council has taken.

**Award entries will be judged on:**

- Evidence of community satisfaction with the process and achievement of the council's objectives;
- The depth and extent of community involvement, in particular in getting people involved who would not otherwise have done so;
- The extent to which the involvement has influenced service quality and/or the way in which the council works;
- The contribution to the council's wider objectives;
- The sustainability of the approach.

#### **5. Council of the Year**

Sponsored by:  **ZURICH**<sup>®</sup>  
MUNICIPAL

This award is only open to a council or, in exceptional circumstances, a partnership of councils. The winner of this award will be the council which, on the basis of sustained performance, has the most

learning to offer other councils. The winner will be able to demonstrate a level of excellence and innovation that takes its work well beyond basic service provision. We seek to stress that this award is not about size, or about any natural advantages that a council might enjoy due to its location, but about the delivery of quality outcomes and community leadership, and a council doing the best for its area.

#### Submissions should focus on:

- Summarising your council's vision, its current objectives, the steps it is currently taking to achieving those objectives and your success in doing so, with a particular focus on your achievements in 2017-18
- Specific evidence of the quality of the council's performance in relation to:
  - The performance of and outcomes achieved by the major services;
  - The council's response to continued reductions in public expenditure;
  - Community leadership;
  - Collaboration with other councils and partners, including where appropriate involvement in devolution agreements with government;
- What makes your council distinctive;
- What you think makes your council excel and what you feel other councils could learn from what you have done.
- The council's contribution to sector-led improvement.

#### Award entries will be judged on:

- The scale and sustainability of the council's achievements and the quality of the evidence to substantiate them;
- The success of the council in combining significant public service improvement and reform with budget cuts and efficiency savings;
- The contribution of the political and managerial leadership, partnership working and community engagement;
- The council's success in addressing key challenges such as: economic growth, housing, the ageing society, health inequalities and children's services;
- The council's contribution to the wider local government sector;
- This award will be judged through both a site visit by judges and by a presentation to judges. Entrants are urged to use the visit to give judges access to the people – officers, members, staff, the public and representatives of local public sector partners, the business community and third sector organisations – who can prove the council's success in the above criteria.

## 6. Driving Growth

This award is open to a single council or where appropriate a partnership of councils, or a council-owned company. Private sector partners can enter on a council's behalf, with the permission of the council itself. Councils have a major role in creation to securing local growth, both in their own right and as partners of local enterprise partnerships and (in some cases) as members of combined authorities. This award is intended to highlight the key roles that councils play in driving growth. This can be in relation to, for example, infrastructure, housing, their regulatory responsibilities, their role

as employers and purchasers of services and in supporting local businesses. Winners need to demonstrate their success in building a partnership with employers and investors.

**Submissions should focus on:**

- Summarising the council's ambitions for the future of its economy and its priorities for achieving that ambition;
- How the council is working with the LEP and other local partners, including where appropriate through a devolution agreement and combined authority;
- The council's relationship with local businesses and its use of business intelligence to inform its activities;
- How all relevant council services respond to the needs of business;
- The key programmes and initiatives the council is pursuing;
- The impact of the council's actions, with a particular focus on evidenced achievements and data to prove the authority's success.

**Award entries will be judged on:**

- The nature of the council's ambition and the steps it has put in place to achieve it;
- Evidence of the impact of the council's activities on the economy;
- The quality of the council's relationship with its LEP and other partners and impact of those relationships on action to secure growth in its area (including where appropriate devolution agreements)
- The quality of the council's relationship with businesses in its areas and its use of business intelligence;
- The relationship between the council's growth ambitions and the council's wider strategic objectives;
- Evidence of the responsiveness of the council as whole to the needs of business.

## **7. Driving Efficiency through Technology**

**Sponsored by:**



This award is open to a single council or where appropriate a partnership of councils, or a council-owned company. Private sector partners can enter on a council's behalf, with the permission of the council itself. Technology has the potential to bring about a far more efficient use of resources, for instance by more easily directing service users to the support they need. It also has the potential to land public sector procurers with huge bills for projects that do not meet their goals. This award will go to a council which has avoided the pitfalls to devise new systems that bring about behaviour change and meet the goal of creating a more efficient authority.

**Submissions should focus on:**

- A full description of the project and its aims;
- A detailed explanation of how the project was funded and where the expertise for it came from;
- How staff and users were engaged in designing the approach or service;
- Evidence that the project has achieved the goals in question.

**Award entries will be judged upon:**

- The level of innovation and ambition shown in devising new technological improvements;
- The quality of user and staff engagement;
- The extent to which the evidence shows that projects have improved efficiency, especially with regard to the hardest areas to make improvements on;
- Evidence of the use of technology to drive change and innovation in service delivery;
- Entrants' ability to work with other organisations and the quality of their work ensuring that partnerships continue to meet the needs of local communities in the long-term, rather than just to create short-term improvements;
- The scale of any behaviour change resulting from the new systems.

## 8. Entrepreneurial Council

This award is open to a single council or where appropriate a partnership of councils, or a council-owned company. Private sector partners can enter on a council's behalf, with the permission of the council itself. Local government is working not just to provide services for the here and now but to generate income to assist it in its valuable work. This award recognises that councils increasingly operate with private sector nous and successfully trade their expertise. It recognises councils with bold ambition that can demonstrate an understanding of the risk involved.

### Submissions should focus on:

- The scope and scale of the council's entrepreneurial work;
- Providing narrative evidence and data showing a growth in entrepreneurialism on the authority;
- Proving an understanding of and resilience to risk;
- Demonstrating buy-in and enthusiasm to the projects from the workforce, as well as any benefit brought to the authority's workforce;
- Evidence of the success of the projects undertaken and how any profits have been used to assist the authority's wider objectives or in the interests of local residents.

### Award entries will be judged on:

- The innovation and ambition demonstrated in the work in question
- Evidence of a successful commercial mind set, including profits generated
- The quality of the product provided by the council and clear evidence of customer satisfaction
- The enthusiasm for the entrepreneurial work among staff and the recipients of services.
- Demonstration that the council is aware of any potential pitfalls of operating in a commercial environment.

## 9. Environmental Services

Sponsored by:



This award is open to a single council or where appropriate a partnership of councils, or a council-owned company. Private sector partners can enter on a council's behalf, with the permission of the council itself. This award is intended to mark excellence in any aspect of a council's work in environmental services, including sustainability, energy, recycling, refuse collection and street cleaning. Many places are working with local businesses in the environmental sector to both enable economic growth and secure environmental improvements. Entries will be judged on the innovation

of their submissions and the extent to which it has improved the environment in their area and/or the efficiency of service delivery.

**Submissions should focus on:**

- A full description of the project and its aims;
- A detailed explanation of costs, how it was funded and where the expertise for it came from;
- The impact of the council's work on the lives of local people, for instance by showing how their concerns led to a positive response;
- Links between policy on the environment and other objectives including economic growth;
- The extent to which local communities have been engaged in this work;
- Evidence that the project has met its goals.

**Award entries will be judged upon:**

- The extent to which the council's work was an innovative response to a significant concern and potentially can be replicated in other areas;
- The quality of the outcomes obtained from the project, for instance in improved or more efficient services;
- Links between environmental sustainability and other policy areas including economic growth;
- Evidence of buy-in to the project or its goals from members of the local community or external organisations.

## **10. Health and Social Care**

This award is open to a single council or where appropriate a partnership of councils, or a council-owned company. Private sector partners can enter on a council's behalf, with the permission of the council itself. No council service is coming under more pressure than adult social care. Integration between health and social care, personalisation and greater collaboration between the public private and voluntary sectors feature in the steps that councils are taking to respond to this pressure. This is the subject of live debate and policy development nationally and locally. This award is intended to recognise and promote best practice in this critically important area.

**Submissions should focus on:**

- The specific local challenges you are seeking to address, the objectives you have set in response to those challenges and the steps you have taken to achieve them.
- The extent to which your council is playing a system leadership role including its engagement with the Sustainability and Transformation Planning process, the Health and Wellbeing Board, the Clinical Commissioning Group(s) and health and care providers;
- How your approach relates to the national context in relation to integration of health and social care and the personalisation agenda;
- The milestones you have set – with a particular focus on achievements in 2017-18 – and the extent to which you have achieved them.

**Award entries will be judged on:**

- The ambition of your approach;
- The impact of your approach, particularly in relation to benefits for citizens and service users and resource implications;

- The extent to which you have adopted a whole systems approach;
- The sustainability of the changes you have introduced.

## 11. Housing Initiative

Sponsored by



This award is open to a single council or where appropriate a partnership of councils, or a council-owned company. Private sector partners can enter on a council's behalf, with the permission of the council itself. Many parts of the country are facing major housing problems. While a soaring market has left property beyond the reach of many potential buyers, there is a major undersupply of rented accommodation. This award is for the local authorities that have done most to devise imaginative solutions to ease such problems, be they in social housing, the private rental sector, in accelerated house building or in enabling home ownership.

### Submissions should focus on:

- A full description of the project and the challenge or opportunity it is intended to address;
- A description of how it has been resourced and the number of staff involved in delivering it;
- Details of how the council has worked with external organisations to bring about progress, including social landlords, the construction industry, land owners and the financial services industry;
- Evidence that the schemes in question have been successful.

### Award entries will be judged upon:

- The level of innovation shown in overcoming the barriers to progress and improving access to housing;
- The extent to which the evidence shows that projects have met demands;
- The entrant's ability to work with other organisations and members of the public to provide solutions;
- The extent to which the project provided a unique local solution to an issue facing that area.

## 12. Innovation

Sponsored by:



This award is open to a single council or where appropriate a partnership of councils, or a council-owned company. Private sector partners can enter on a council's behalf, with the permission of the council itself. Councils have a long track record of innovation, but the current combination of cuts in expenditure and service pressures mean that innovation is more important than ever. This award is intended to celebrate councils which have used innovation to re-think services in order to achieve better outcomes for citizens and communities at less cost. The project should relate to financial period ending March 2018.

### Submissions should focus on:

- The nature of the policy or service they consider to be innovative;

- The process by which the policy or service was developed or introduced, including the involvement of service users, business and frontline staff;
- What makes it genuinely innovative;
- Evidence that it meets the improved outcomes at less cost test.
- What learning there is from the innovation.

**Award entries will be judged on:**

- The extent to which the policy or service design is genuinely innovative;
- The degree of innovation in the process by which the policy or service was developed and implemented;
- The extent to which the innovation helped the council to achieve improved outcomes at less cost;
- The extent to which the council has created a wider culture of innovation.

### **13. Best Service Delivery Model**

This award is open to a single council or where appropriate a partnership of councils, or a council-owned company. Private sector partners can enter on a council's behalf, with the permission of the council itself. In response to service and resource pressures councils are exploring new forms of service delivery. These include staff-led mutuals, community-owned companies, co-operatives, charitable trusts and community interest companies. This award is intended to showcase a council's involvement in this area and disseminate good practice.

**Submissions should focus on:**

- A brief description of the model concerned and the services/activities it is intended to provide;
- The council's reasons for pursuing this approach and the objectives it seeking to achieve;
- The process the council adopted in deciding what approach to take and in setting up the new arrangements;
- The achievements to date, with a particular focus on the past year.

**Award entries will be judged on:**

- The scale and scope of the council's ambitions and the extent to which they have been achieved;
- The inclusiveness of the approach the council adopted and how that approach contributed to achieving the overall objectives;
- The degree of innovation involved.

## 14. Public/Public Partnerships

This award is open to two or more public sector bodies working together. As councils seek to provide more seamless, efficient and integrated services they are increasingly working with other public sector bodies across old organisational boundaries. This award is open to partnerships centred around either the joint work of two or more councils or around the joint work of a council/several councils and other public sector organisations. Entries should demonstrate that the partnership has brought about service improvements and/or improved efficiency.

### Submissions should focus on:

- Which bodies are involved in the partnership and what services are covered;
- Details of the scale of the partnership, for instance in number of people involved and value of the work it undertakes;
- A summary of governance and financial arrangements;
- The objectives of the partnership and the extent to which they have been achieved;
- Evidence of a comprehensive buy-in from the partners;
- Evidence of the success of the partnership, especially in terms of measurable improvements to services, reduced costs and impact on residents.

### Award entries will be judged on:

- Evidence that partnerships have the potential to be long-lasting, with the partnership structured to work whatever challenges participants face;
- The extent to which the partnership is improving services and/or reducing costs;
- The extent to which the partnership has added real value to the outcomes for local communities;
- The innovative nature of both the partnership itself and the work it is undertaking.

## 15. Public/Private Partnerships

This award is open to any partnership featuring a council/councils and a private sector partner/partners. Councils no longer work in isolation. Increasingly they work with private firms or voluntary sector organisations to devise better, more efficient services. This award is open to partnerships centred around the joint work of a council/several councils and a private sector firm or a voluntary sector organisation. Partnerships featuring several firms or voluntary sector bodies are eligible. Entries should demonstrate that the partnership has brought about service improvements and/or improved efficiency.

### Submissions should focus on:

- Which bodies are involved in the partnership and what services are covered;
- Details of the scale of the partnership, for instance in number of people involved and value of the work it undertakes;
- A summary of governance and financial arrangements (although judges are asked to note that commercial confidentiality may mean there are limits to the information available);
- The objectives of the partnership and the extent to which they have been achieved;
- Evidence of a comprehensive buy-in from the partners;

- Evidence of the success of the partnership, especially in terms of measurable improvements to services, reduced costs and impact on residents.

**Award entries will be judged on:**

- Evidence that partnerships have the potential to be long-lasting, with the partnership structured to work whatever challenges participants face;
- The extent to which the partnership is improving services and/or reducing costs;
- The extent to which the partnership has added real value to the outcomes for local communities;
- The innovative nature of both the partnership itself and the work it is undertaking.

**16. Public Health**

**Sponsored by:** **NICE** National Institute for Health and Care Excellence

This award is open to a single council or where appropriate a partnership of councils, or a council-owned company. Private sector partners can enter on a council's behalf, with the permission of the council itself. Local government's role in public health presents a major opportunity for councils and their partners to protect and improve the health of their local communities. Key to delivering this is the development of evidence-based solutions to reduce health inequalities, lessen premature deaths and improve health and wellbeing. Marshalling the full scope of a council's remit in support of these objectives is crucial. This award is intended to recognise the councils that are making the most of their role in public health.

**Submissions should focus on:**

- Setting out the public health priorities the council has adopted and the reasons for doing so;
- How you are using evidence to develop effective strategies;
- How public health is being integrated across the council;
- How the function relates to partner organisations;
- Evidence of public health achievements relating to action taken since the transfer to local government.

**Award entries will be judged on:**

- The extent to which you have implemented evidence-based solutions to public health problems;
- How cross-departmental and partnership working is used to inform decision-making and delivery;
- How you are overcoming barriers to implementation;
- Evidence of the impact of the transfer of the public health function to local government;
- Action to address the wider determinants of health.

**17. Team of the Year**

**Sponsored by:**  **ODGERS INTERIM**

This award is open to a single council or where appropriate a partnership of councils, or a council-owned company. Private sector partners can enter on a council's behalf, with the permission of the

council itself. Teams are critically important to the effective working of local government, whether the team is a management team, a frontline service team or a central services team. This award is intended to showcase the ingredients that make council teams effective and contribute to local democracy and local service delivery.

**Submissions should focus on:**

- A brief description of the role of your team;
- How the objectives of your team are set, how you measure the extent to which you have achieved those objectives and what you do with the results of that measurement;
- Who the customers of your team are and how you ensure that you are responsive to their needs;
- Your team's current objectives and achievements with a particular focus on 2017-18.
- How the team contributes to the council's wider objectives;
- How you develop effective team working.

**Award entries will be judged on:**

- The team's performance in 2017-18 and in particular the extent to which it achieved its objectives and contributed to the council's wider objectives;
- The team's responsiveness to changing customer needs, evidence on its performance and the council's strategic objectives;
- Its demonstrable commitment to developing effective team working.

## **18. Rising Star**

This award is open to a single council or where appropriate a partnership of councils, or a council-owned company. Private sector partners can enter on a council's behalf, with the permission of the council itself. The effectiveness of councils depends to a significant extent on the quality of their political and managerial leadership. Tomorrow's chief executives and directors are almost certainly working in councils today in both service areas and corporate roles. The part they are playing now in helping councils to respond to continued budget pressures, developing new relationships with communities and tackling issues such as the housing need, the ageing population and economic growth will help to prepare them for the challenges of tomorrow.

Local government needs to get better at spotting and developing the managerial leaders of tomorrow. This new award is designed to help the sector to do just that. It is intended to highlight local government's exceptional young officers and professionals who are currently not in corporate management team roles. They are likely to be heads of service or team leaders. They are making change happen, taking difficult decisions and asking important questions – while at the same time preparing to deliver excellent local government in the future.

**The judges will be looking for evidence of:**

- Innovative work which has delivered demonstrable change;
- A first class understanding of the political process and ability to work effectively with councillors;
- Experience of networking at all levels;
- Sharing knowledge within the sector;

- A commitment to finding better ways of doing things.

**NEW for 2019!**

## 19. Digital Impact

Sponsored by



This award is open to a single council or where appropriate a partnership of councils, or a council-owned company. Private sector partners can enter on a council's behalf, with the permission of the council itself. This award will go to the council that can best show how its farsighted use of digital technology is significantly improving outcomes for its residents and/or place. It is not merely for a council that can show it has systematically transformed its approach to technology but it is for a council that can demonstrate how its digital acumen is transforming its local area, for instance with regards to the effectiveness of key services and how they support residents. Among the attributes you may seek to showcase in your entry are the benefits of data sharing; how your organisation is ensuring it supports people before they fall into crisis; and how ground-breaking collaboration between local partners has had a significant impact on your local population.

### Submissions should focus on:

- A description of your digital vision
- An account of how you have embedded the use of technology across the authority
- An assessment of how this technology has helped achieve your organisational vision and has improved outcomes, for instance in several priority services or across your place as a whole
- A detailed explanation of how collaborators were involved in the transformation process
- A description of how the role of digital in creating real impact was realised across the authority and enabled your organisation's vision or strategy

### Award entries will be judged upon:

- First and foremost, evidence that digital has created a tangible business change to facilitate improved outcomes, for instance for service users, staff, a directorate in the council and your place as a whole
- Evidence senior managers have a clear understanding of the role digital plays in the future delivery of their services and the function of their directorate as well as the future of council which is well-articulated and understood across the organisation.
- The level of innovation and ambition in using technology to reform ways of working across a range of services.
- Evidence of how digital was used to drive reforms and initiatives
- Examples where your technology agenda can be linked to improved outcomes for service users, staff and better collaboration between stakeholders.

## 20. Future Places

Sponsored by



This award is open to a single council or where appropriate a partnership of councils, or a council-owned company. Private sector partners can enter on a council's behalf, with the permission of the council itself. This award is for councils that have worked creatively with technology to make the area they serve more prosperous, 'liveable' and resilient in the face of likely social, economic, demographic, political or environmental trends.

The Future Places Award rewards councils who are using emerging technologies to work with partners and the public to make their areas more sustainable and/or healthier, less congested, more connected and prosperous.

**Submissions should focus on:**

- A clear view of the challenges faced in their local area
- How the council and its partners are engaging with technology providers to find potential solutions or pursue opportunities
- A description of how the solutions are working or will work
- Clear evidence of impact or potential impact

**Award entries will be judged upon:**

- The levels of creativity and ambition shown in the solution or solutions
- The health of the partnership that the council has with technology providers
- The clarity of the roadmap and any further evidence that shows how the particular challenges of the local area will be met or are being met
- Evidence that the work in question could create jobs or demonstrate the capability of UK businesses in the global market

If you require any help with your entries please call Ella on **020 3953 2907** or email [Ella.McGregor@emap.com](mailto:Ella.McGregor@emap.com)