The best in public service
Child protection finds a new gold standard

One county’s overhaul of how to approach families under pressure is yielding staggering results, writes Kim Thomas

Hertfordshire county council's new way of working with looked-after children and their families is turning lives around and saving millions of pounds at the same time. Its remarkable success is attracting national attention, and being tested by four other local authorities.

Last night, the extraordinary achievements of the Hertfordshire family safeguarding team were recognised by the council being crowned overall winner of this year’s Guardian Public Service Awards.

David Beindle, the Guardian’s public services editor and co-chair of the judging panel, says: “The Hertfordshire model doesn’t exist elsewhere, it was developed by the Hertfordshire county authority and is attracting national attention, and being tested by four other local authorities.

It’s a well-worn maxim that insanity is doing the same thing time and again and expecting different results. Yet that is still how many of us think and behave. The winners of the Guardian Public Service Awards 2017 are the exception: they have passed, thought and come up with fresh ways of delivering services that are yielding huge benefits.

Our overall winner, Hertfordshire county council, ticks almost every box with its new approach to child protection. With time spent by children in the care system down 50%, no wonder other councils are now trying the same. Two other category winners, Swansea council and Highgate primary school in north London, have similarly seen upstream of developing family and behavioural problems that can require costly interventions by multiple agencies. More importantly, they are transforming children’s lives.

Airedale NHS foundation trust has thought and acted, differently about supporting people who stammer, not just locally, but across the country. Warwickshire county council has opened “charity tip shops” at all its waste centres. Charity Hope into Action has come up with an inspired way of housing homeless people. And Greater Manchester Police is achieving remarkable results in the diversity of its recruitment by, yes, doing things differently.

We have two individual winners. Paul Allen, a social work manager for Manchester city council, scoops our leadership excellence trophy for the way he motivates his children and families team. And Stephen Smith, our public servant of the year, has been chosen by a readers’ vote for his tireless work over more than 25 years in Lancashire for people who, like him, have a learning disability.

Thanks to all who voted, to our valued sponsors and the hundreds of entrants for the awards. Public service is changing, and for the better. For more information, visit: theguardian.com/supported-content/ categories/has-its-own-sponsor. All content is editorially independent.

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Overall winner/care

Winner: Hertfordshire county council, family safeguarding service

We acknowledge the difficult lives parents have had; it encourages them to open up

The new service was born out of a commitment to tackle what Williams calls the “toxic trio” of domestic abuse, substance misuse and mental health problems - the factors that put children at risk of significant harm.

It also wanted to introduce a less adversarial way of working with families. "If you call on a parent because you've had a concern expressed about the care of their children, then they have a vested interest in lying to you, so you don't take their children away," says Williams. This confrontational relationship contributes to a high turnover of staff in children's social care: "Social workers feel helpless to resolve the problems of the children and families they are trying to support."

Instead of monitoring parents’ compliance with protection plans, the new system empowers social workers to give parents the opportunity to think about what they want to change in their lives. It also instills extra confidence in parents that they will be able to meet their children’s needs.

In the initiative’s first year, the time children spent in the care system was cut by 50% and, with less reliance on expensive agency social workers, the authority saved about £2.5m. Staff sickness rates have dropped and turnover has fallen dramatically; only 3% of vacancies are unfilled.

The project, which started two and a half years ago, is now funded by the council and its partners. But other local authorities have shown interest, and with the help of £11.6m of government funding, four other councils – Luton borough council, Peterborough city council, Bracknell Forest council and West Berkshire council – are now testing the Hertfordshire model.

So what of the people who really made this happen? “It’s true that the new approach was born out of my missing pieces,” says Williams.

A woman who was struggling with substance misuse, domestic abuse and self-harm, and whose two children had been removed from her care, said: “Pieces have been missing out of my heart for years…now everything is coming together.”
Speech service: Stephanie Burgess, who leads the Airedale Stammering Therapy Project

On screen and on point

Speech therapy via video link is bringing a new hope to patients whose lives have been marred by a stammer, says Rachel Williams

After his first session, Liam, 29, took his young children to the park. It was the first time he had dared go out with them on his own, finally free of the fear he would be unable to ask for help if something had happened.

All these were only able to access therapy thanks to Airedale NHS foundation trust’s stammering therapy project. Since April it has been offering a specialist speech therapy service to adults across the UK via videolink to patients’ laptops, tablets and even mobile phones.

The telemedicine service mirrors a typical face-to-face speech therapy session. It includes an initial assessment of the individual’s needs, and the development of a personal strategy. That could involve learning speech techniques to improve fluency or learning how to manage living with a stammer.

With many NHS trusts no longer providing speech therapy for adult stammers, the British Stammering Association (BSA) receives more than a thousand enquiries annually from people desperate for help.

One 27-year-old said she had worked with a videolink. “I read this handwritten letter and cried,” she recalls, “and thought: Wow, that’s an amazing story.” She sent it to the BSA - and when the BSA shared the story, it went viral. “The BSA chair rang me up, wanting to know if this was something we could do with everyone.”

A wired interior with £75,000 from the Health Foundation’s Innovating for Improvement programme, the scheme has had referrals from the BSA’s website since its April inception. The results are being evaluated by Leeds Beckett University’s speech therapy research department; Burgess’s own investigations already show promising outcomes. Using a 10-point rating scale to illustrate measurable impact, she determined that, by July, six of the seven patients who started in April had achieved their target, or were within half a point - including those whose therapy was not yet complete.

Despite not seeing them in person, Burgess has found no problems building rapport with her clients. In fact, she thinks there are tangible benefits to receiving therapy digitally, rather than face-to-face. “I think, in many cases, it’s better. Coming to therapy is quite a daunting scary thing for many people. With this system you don’t have to go to your GP - you just fill in a form online. People feel comfortable and secure.”

The trust and the BSA are now trying to secure funding to continue the project after next April. “I’ve had people saying they’ve been trying for years to get help,” Burgess says. “People have told me this has changed their lives.”

Digital and technology

Winner: Airedale NHS foundation trust, Airedale Stammering Therapy Project

With this system you don’t have to go to your GP - you just fill in a form online

Congratulations to all!

Finance

From goodbyes to good buys

Franchised reuse shops at waste recycling centres have achieved success on multiple fronts, says Kim Thomas

Warwickshire county council, franchising of recycling centre reuse shops

With this system you don’t have to go to your GP - you just fill in a form online

Congratulations to all!

Digital and technology

Winner: Airedale NHS foundation trust, Airedale Stammering Therapy Project

With this system you don’t have to go to your GP - you just fill in a form online

Congratulations to all!
Health and wellbeing

Early intervention the key to success

New 12-strong team cuts exclusions and referrals to mental health services to zero. Nicola Slawson reports

Paul Allen knows how to motivate his team of social workers and keep their stress levels low, says Jane Dudman

Innovation, passion and care

Paul Allen has spent a decade in social work, mainly in Manchester, where he has been a social work manager for the past four years. He’s spent the past 12 months of that managing a team of eight social workers in one of the most deprived areas of north Manchester.

“We work with complex and deprived families, many of whom have spent years in a cycle of poverty,” he says. “The hardest part of what we do now is to keep my team motivated, to keep up morale and make our social workers the best they can be.”

The judges recommended Allen, who is originally from Coventry, as a highly committed manager who, almost without noticing it, has inspired those he works with and cemented their commitment to social work. All this at a very difficult time, when many professionals believe their caseloads are unmanageable and are having to work extra hours. Some are even having to cancel personal advancement opportunities to keep up with their workload.

One of Allen’s skills is seeing the positives of the what we do – and that despite the huge pressure they are all under. “I know when I need to take time out and recognise that in the team as well, so I always say to them: ‘Time to take a break.’” says Allen.

According to colleagues, Allen doesn’t always recognise his own leadership abilities, or the influence that he is having.

Allen himself believes that his work is rooted in a simple fact: “I know it sounds like a cliche, but I have a genuine passion for social work. Wherever, I wouldn’t have been doing it for 10 years.”
Housing

Winner: Saba Salman

There should be a house for every church in every community

MuBarak Babiker
Mohamed says it is “scary” to think of what might have happened to him without support from housing charity Hope into Action (HIA).

The 29-year-old fled his native war-torn Sudan in 2014. He travelled for months – through Egypt, Italy and France – then crossed the Channel clinging to the underbelly of a lorry before giving himself up to police at Dover. He was sent first to an immigration centre, then had Home Office accommodation in London, Birmingham and Wolverhampton.

Although he was granted asylum status, regulations meant he had to leave his accommodation within 28 days. “I was alone and homeless,” he recalls. However, Peterborough-based HIA, which enables church communities to buy houses for homeless people to live in, offered him a home in the West Midlands. “For the first time in years I felt safe. I had a home, I belonged somewhere – it was an amazing feeling.”

After a foundation year at the University of Wolverhampton, Mohamed has just started a mechanical engineering degree. He’s one of 120 people currently housed by HIA, which manages 50 houses in 14 towns and cities in England, from the Isle of Wight to Lincoln.

The charity finds an investor (or group of investors) linked to a church to buy a property. Investors retain ownership, but lease houses to HIA, which charges affordable rents and maintains the property.

HIA gives investors a small annual return of up to 2% and finds tenants - people of all faiths and none, all ethnicities and sexualities - via homeless agencies. Church volunteers provide tenants with support and mentoring, while HIA’s specialist staff offer weekly help with benefits, maintaining tenancies or signposting to other agencies.

Executive director Ed Walker describes the use of investment capital as “a 21st-century way of “sharing” wealth with the needy”. The unique aspect is that a church partners each house, helping tenants form community links: “We want to reintroduce the relational element of outreach to the homeless, (because we believe) relational poverty is the root cause of so much homelessness.”

The work is timely; there is scarce public funding for homelessness and research shows that homelessness in Britain is due to more than double, to half a million, by 2041.

In 2016-17, HIA housed 152 people. Of these, 87% maintained their tenancies and about 72% found employment. In addition, 86% who had been in custody abstained from crime, while 85% of those who had previously misused drugs or alcohol reduced their intake.

Walker, who has a background in housing, established the first house in his hometown of Peterborough in 2009. A conversation with a rough sleeping ex-offender led Walker to question what churches could do, and he decided to invest his own money into buying HIA’s first house. The initiative now has 10 full-time equivalent staff and 200 church volunteers.

“There should be a house for every church in every community,” says Walker. “We want to spark a revolution in how people use their money.”

Housing
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Hope for the homeless

Church communities are coming together to offer accommodation to the most needy, thanks to a new scheme. Saba Salman reports

A lifeline for families in need

A scheme to support schoolchildren and their parents is easing the burden on social services, says Mary O’Hara

Learning and development
Winner: Swansea council, Team Around the Family in Schools (TIS)

TIS really has made a difference to our community

Kara Edgcumbe, family liaison officer at Gors Community primary, and Carol Ward, TAF coordinator

with, where the training began to bear fruit for families, schools and social work capacity, the scheme grew. “We’ve seen a reduction in escalation of need and a reduction in referrals,” Peraj says. “Schools are wanting more training.”

Other councils have been in touch to learn more about the results, she adds.

Headteachers have praised the programme as an innovative response to a difficult problem. “I cannot speak more highly of the service in its aim to help others in times of crisis,” says one. “TIS really has made a difference to our community.”

Testimonials from families also suggest the initiative hits the mark. “After four sessions with TIS on understanding and managing emotions, I saw a big difference in my son,” says one parent. “He now seems happier in himself and not so worried.”

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Primary school staff in Swansea are being trained to provide early support to pupils and families. As well as helping people turn their lives around, they’re also reducing the number of preventable referrals to social services.

One mother, a single parent under enormous stress, tackling benefit and employment problems, says the Team Around the Family in Schools (TIS) initiative has been her “lifeline”, adding: “Someone cared – and I feel very fortunate.”

TIS sits within Swansea council’s established Team Around the Family (TAF) division, which was originally set up to work with families with needs that cannot be met by a single service.

TAF trains staff in schools to “begin to recognise and tackle early-stage social challenges facing their pupils”, and ensure “the right support at the right time”, to vulnerable families, the council explains. Training – covering areas such as parenting, violence, abuse, mental health and safeguarding - is offered to headteachers, pastoral workers and teaching assistants.

So far, the results have been impressive; in its first year there were 286 referrals from schools to TAF and the council’s family partnership team. Now in its third year, and with dedicated resources embedded in schools, that figure has dropped to 88 for the first nine months of the year. The TAF waiting list is now down to nil and the £30,000 annual TIS budget has proven to be cost-effective, as it relieves pressure on more complex services down the line. To date, 677 families and children from 59 primary schools have been supported by TIS.

TIS was set up to address the long waiting list for a TAF referral, which, in turn, was putting pressure on early intervention social work services. Too many children awaiting support were also ending up in child protection or statutory services.

Collaboration and partnerships have been crucial to the success of the scheme, as has making the initiative sustainable, says manager Sue Peraj, who spearheaded the project. While some schools were reticent to begin

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Community policing begins with recruitment

Greater Manchester Police’s drive to bring more diversity to the ranks has created a more balanced force, says Rachel Williams

Detective chief inspector Ian Crewe, centre front: ‘The quality of the people we’ve got is astonishing’

Recruitment and HR

Winner: Greater Manchester Police, positive-action recruitment team

In a city where black and minority ethnic (BME) people make up 17% of the population, there was concern within Greater Manchester Police (GMP) that just 5% of the force’s officers classified themselves as BME. But that figure is now rising steadily, thanks to an unprecedented, carefully targeted recruitment campaign.

A newly created positive-action recruitment team enlisted the help of influential community members from the worlds of business, academia, media and faith, and held 400 events in the course of a year to promote police careers directly to BME communities in the area.

A clear commitment was made to use a general GMP recruitment drive to attract 500 new officers from any background, each year for four years as a springboard for transforming the diversity of the organisation, says detective chief inspector Ian Crewe, who led the recruitment team. GMP also decided, when vacancies occurred, to directly email anybody who had already expressed an interest in joining the force following its extensive community engagement work, including that not targeted specifically at BME communities.

Of the 281 student officers externally recruited by the force between January and July 2017, a third (95) were BME.

“The quality of some of the people we’ve got is astonishing: the language skills and the cultural skills,” Crewe says. “We’re breaking new ground.” That includes the force’s first orthodox Jewish student officer, and particular progress within the South East Asian Pakistani heritage community.

While additional funding was needed to support administration and training further down the line, the force’s strategy was for existing employees – recruitment staff and serving officers handpicked from their day jobs – to deliver the programme. That meant it could dedicate more money to future officers’ salaries – which, in turn, made their recruitment message more persuasive.

The team had plenty of barriers and myths to overcome, including suspicion that the police were institutionally racist, people’s worries that they would be injected because English was not their first language, and women who feared their families would not want them to join the force.

“Most of the people we’ve recruited [from BME backgrounds] over the past 12 months had never considered working for the police, so we knew we had to do something,” Crewe says.

“If we don’t try to persuade people, if we don’t show them the advantages of working for GMP, they just won’t apply. I spoke to females who said their fathers and brothers would not have supported them applying, but because of the kind of engagement work we’d done, they were going along with it.”

Crewe believes a more diverse force makes for greater operational effectiveness. “There was a desperate need to do this, because we were just not reflective at all of the community we’re serving,” he says.

“It’s challenging work. But I feel we’ve made some real progress.

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Recruitment and HR

Winner: Greater Manchester Police, positive-action recruitment team

Stephen Smith has been an avid campaigner for people with learning disabilities for the past 25 years. After volunteering his time with organisations including Figure (a self-advocacy group), People First, and Castle Supported Living in his home county of Lancashire, Smith became a project worker with the peer advocacy project Research in Action (ReacT) six years ago.

Smith, who came top in the public vote for this award, draws on his own insight of having a learning disability to shape and improve services for others. Those who work alongside him describe Smith as inspirational.

“I enjoy the work I do,” he says. “It’s important for me to have a voice to encourage other people [with learning disabilities] to improve their confidence, and to help people understand what good support is, and what it means to have a learning disability.”

Before he became a paid employee at ReacT – an organisation led by people with learning disabilities that aims to give service users as much choice and control over the support they receive as possible, and improve the accessibility of services – Smith attended morning meetings at the group.

He then became a volunteer, before going on the payroll at the project – founded by charity Caritas Care in 1995. Now a project worker based at its offices in Preston, Smith is involved in helping to raise awareness of the needs of people with a learning disability.

He regularly visits service providers - including GP practices and NHS trusts - to deliver training in improving staff’s understanding of what it means to live with a learning disability.

Day to day, he also attends or hosts meetings, conferences and workshops for local, regional and national initiatives, where he shares his experience and expertise.

Asked what he enjoys most about his job, Smith says it’s meeting people and the variety of the projects he’s involved with. “I enjoy networking and chatting to people. That’s what’s important to me, really. All of the work I’ve done over the past 25 years has been about that - and having fun.”

Improving the quality of services for people with learning disabilities is a cause Smith feels passionately about and campaigns tirelessly for. He has been involved in national campaigns, such as the right to vote and boosting the awareness of cancer screening. He has supported the development of the Lancashire learning disability board and is currently the director of self-advocacy in the county.

His contribution to local advocacy work has already been recognised this year, when he was awarded a leadership award at the North West self-advocates conference in Blackpool. He also attended the London launch of Quality Matters, a new framework for social care introduced by the Care Quality Commission inspectorate, and worked with Skills for Care on its Good and Outstanding Care guide.

Smith, who lists singing in a local choir and supporting Clitheroe FC among his hobbies, says he was thrilled to be shortlisted for the Public Servant of the Year award, and that winning would be “a dream come true”.

In the future, Smith hopes to continue his work, and he enjoys, and getting the message across that people with learning disabilities have a voice too. “[It] would show just how important it is for people to get involved, just to let them.”

“Having a voice is what it’s all about really.”
It's not just about the winning

Sadly, each category in our Public Service Awards can have only one winner - but here are the best of the rest

**Learning and development runners up:**

**Baby Lifeline: Birth 2 (bringing interactive response training to hospitals) maternity training initiative**

The UK has one of the highest neonatal mortality rates in western Europe - so effective training for health professionals to improve birth outcomes is crucial. Judy Ledger, chief executive officer of the charity Baby Lifeline, says this was a key reason for setting up its Birth 2 multidisciplinary training initiative. The programme, which has trained thousands of professionals - including midwives and paramedics - since it launched in 2014, offers courses on subjects such as maternal critical care and childbirth emergencies in the community. With NHS training budgets stretched, Birth 2 offers vital professional support. Evidence of success includes a reduction in the rate of emergency caesarean sections in some areas. “The impact of the training has been enormous,” says Ledger.

**Carmarthenshire county council: Dewis Sir Gar training strategy for call handlers involved in the information, advice and assistance service**

Branded “trailblazing” by an independent audit, Carmarthenshire county council’s Dewis Sir Gar - Choice Carmarthenshire - which provides a single point of access for social care enquiries, has quickly become a proven success. Samantha Watkins, the council’s advice and assistance manager, says that thanks to the strategy to train existing Careline call-handling staff to expand their expertise and work alongside health and social care professionals, callers can now access a tailored 24/7 service. The service means that frontline staff are better able to filter enquiries, directing the most vulnerable clients to where they can seek help, while also creating capacity within the department. Staff feel more motivated and better supported.

**Digital runners-up**

**Greater Manchester Police: mobile team**

In an era of tightly squeezed budgets, a rollout of smartphones and tablets at Greater Manchester Police (GMP) has saved more than 10,000 hours of frontline officers’ time every month. Travel time has been cut because, for example, officers do not need to return to the station to complete witness statements and record crimes, and having the ability to access shared photographs and intelligence on the go makes them better able to make swift decisions. Feedback from officers has been overwhelmingly positive, says GMP’s technology lead, chief superintendent Phil Davies: “I’m reliably led to believe it’s one of the best bits of kit they’ve had for a while.”
Julie Hunt, leader of special needs youth club, Riverside Youth Club

Julie Hunt has been running the special needs youth club, run by Canterbury Academy for Kent council, for the past 10 years. “It’s been a bumpy decade because of funding cuts, but she’s fought to create a safe space for young people with intellectual disabilities. “It’s phenomenal to watch them,” she says. “Their confidence just grows. I have the best job in the world.” Hunt advised that she is not expecting to win, and didn’t even vote for herself in the public vote, but “to be able to use the publicity as ammunition to garner support. “That would be very powerful. “To have the recognition for how valuable the project is, so we can continue.”

Olena Batista, New Horizons officer, Making Money Count, Clarion Futures, Clapham

Olena Batista has worked with the Making Money Count team after it was awarded a tin grant from the Big Lottery Fund. “It’s challenging to try and help someone change their behaviour towards money,” she says. “But when you see a smile on someone’s face and they say ‘thank you’, then that makes the job worthwhile.” Batista is overwhelmed to have been shortlisted for the award, but says she is not complacent. “Being nominated encourages me to do better,” she says. “Our project comes to an end next April, but we’re hoping to extend it (more widely) and can help more people.”

Lincolnshire’s principal child and family social worker

Finance Runners-up

Independent Lives, partnership using personal health budgets in end-of-life care

Two clinical commissioning groups and the Social Care Institute for Excellence have joined forces in a partnership with local care providers to support local people who are nearing the end of their lives to better manage their budgets and spend money in the way that will make the most profit. To tackle rent inferior services, and those that are driven by profit rather than need, Lincolnshire Boroughs shared information about what they were being charged, using budgets in a collaborative approach, and established hundreds of people inputting data and doing the job. Applications have been received from Housing Directors’ Group’s project lead, says it is a “phenomenal piece of work”. At a time when private rental sector, prices in general have climbed, and the NHS is paying more people to have a better health, while reducing the cost of healthcare. Local government in the county council has increased dramatically and spending on agency workers is down by 45%, thanks to a shake-up of the recruitment strategy. Frontline staff played a key role in the development of the campaign message, and specific groups were targeted using personal health budgets. The people helping people who know how to do the job are able to make the decisions,” says Ian Clayton, London Councils Housing Directors’ Group, accommodation rates project

Shrinking supply and increasing demand means that London boroughs often pay over the odds for temporary rented accommodation for homeless people. Sometimes a council will try to relocate people on its housing waiting list outside its borough, and private, B&B style, supported living for those that will pay the most. To tackle rent inferior services, and those that are driven by profit rather than need, Lincolnshire Boroughs shared information about what they were being charged, using budgets in a collaborative approach, and established hundreds of people inputting data and doing the job. Applications have been received from Housing Directors’ Group’s project lead, says it is a “phenomenal piece of work”. At a time when private rental sector, prices in general have climbed, and the NHS is paying more people to have a better health, while reducing the cost of healthcare. Local government in the county council has increased dramatically and spending on agency workers is down by 45%, thanks to a shake-up of the recruitment strategy. Frontline staff played a key role in the development of the campaign message, and specific groups were targeted using personal health budgets. The people helping people who know how to do the job are able to make the decisions,” says Ian Clayton, London Councils Housing Directors’ Group, accommodation rates project

Vale of Gloumang council, Dragons’ Den-style wellbeing challenge group

During the past 18 months, Vale of Glamorgan council has been working with staff in engagement in the face of local authority budget cuts. One initiative that provides a flexible way to respond to budget challenges is “Dragons’ Den” wellbeing challenge. Staff are encouraged to publish creative and low-cost projects. Those shortlisted will then be able to pitch their ideas to a “Dragons’ Den-style” panel.

From a choir to a gardening club, the multiple, zero-cost projects that have spun out of this corporate initiative already appear to be providing a dividend in terms of staff morale and engagement. “The project has been a boost for staff morale, and enthusiasm and its non-hierarchical group of people who care about each other while creating an innovative and inclusive place to work,” says Cllr Jones.

Care-runners-up

Cardiff and Vale University health board, nutrition and diabetes services

As other emergency units (EU), Cardiff and Vale University health board introduced a food, drinks and hot meals service to patients arriving at the EU. It ensured that patients with specific nutritional needs received the appropriate food and drink, both in hospital and back in the community. Patients are pleased with the service, and almost half have seen an improvement in weight. Judith Jenkins, head of nutrition and diabetes services, says: “If people are well-nourished, they do much better. You will want to get out of bed and move around. It’s absolutely fundamental.”

Spectrum Community Health, Pulmonary Rehabilitation programme, HMP Full Sutton

Inmates of high-security prisons experience high rates of chronic obstructive pulmonary disease, often as the result of smoking condition usually caused by heavy smoking. Last year, practice nurse Suzie Jenkins, of St David’s Community Centre in HMP Full Sutton, set up a pulmonary rehabilitation programme to help 21 prisoners manage their condition and improve overall mobility. The goal of the programme, which consists of four weekly group sessions in the gym, and included an educational element, levels of breathlessness were reduced. For some prisoners, an employer was put in touch with the programme, “have asked to come back to offer support and guidance to the people they are doing it for the first time.”

Leadership runners-up

Fiona Jenkins, executive director, the Welsh Centre for Research and Development in Social Housing, Cardiff and Vale University health board

A registered physiotherapist herself, Jenkins has helped patients to understand techniques therapists and health scientists have equal opportunity and alongside other clinical professions at all levels of healthcare, including board level. Since the integrated health board was created, six years ago, she has worked as a consultant to her team to give them a voice in discussions and with other members of the medical profession. At a time of austerity, with the wider recognition of the profession, she has championed the capabilities of therapists and their patient care. She is a highly dedicated leader in one of the UK’s largest integrated healthcare boards, based in Cardiff. Jenkins has represented the Future Generations Commissioner; Nick Cole, head of Integrated Health and Wellbeing, Cardiff and Vale University health board; Aisling Duffy, chief executive, Solace; Steve McGuirk, chairman, Warrington and Halton hospitals foundation trust; Terry McGuinness, group director of Solace; In Miller, chief executive, Doncaster metropolitan borough council, and president of Solace; Davyne Penniman, general secretary, FSA; and Matt Stevenson-Dodd, chief executive, Street League. They were joined by Guardian journalists Allan Clark, writer and lecturer; Alison Benjamin, editor, Society Guardian; David Brindle, public service editor; Patrick Butler, editor, health and social policy; Jane Edmands, public leaders, housing and voluntary sector networks; Clare Huxford, editor, healthcare professionals and social care networks; and Polly Toynbee, author and columnist.