

World-class KCC

Chief Executive's department

Legal

Key facts:

- KCC Legal Services has undertaken work for over **200** other public sector bodies across the country
- External income generated of **£1,421,000** for 08/09 - an increase of **24%** on the previous year's record-breaking figures
- External income accounts for over 25% of Legal Services' total income (up from 15% in 04/05)
- Between 04/05-08/09, the amount of external income generated by Legal Services rose by **273%** (from £512k in 04/05 to £1,421k this year)
- Legal Services net 'profit' (generated through a combination of internal subsidy and external income generation), which is returned to invest in frontline KCC services, increased this year to a record-breaking **£1,201,000** - an increase of 19% on the previous year
- Between 04/05-08/09, Legal Services business turnover increased by **177%**, whilst its net return to KCC increased by **500%** (from £241k in 04/05 to £1,201k this year)
- In 2008/09, KCC Legal Services undertook 73,531 hours of work for KCC Directorates at a subsidised hourly rate of £59. This rate effectively enables the directorates to access Legal Services at less than cost price and is subsidised by £7.08 per hour, as a direct result of the external income generated by the Unit. This represents **total savings of £570,823 to the Directorates**, apportioned as follows:

|      |          |
|------|----------|
| CFE  | £370,281 |
| E&R  | £96,808  |
| CED  | £30,153  |
| ASS  | £37,567  |
| COMM | £27,610  |

Awards, accolades and recognition

- *The Lawyer* Public Sector Legal Team of the Year 2005 and 2009 (Winners), 2000, 2001, 2006 (Runners Up) and 2007 (Shortlisted Finalist)
- *Local Government Chronicle* Legal Team of the Year 2009 (Winner), 1999 and 2005 (Highly Commended)
- *Municipal Journal* Public Sector Legal Team of the Year 2005 (Shortlisted Finalist), 2007 (Highly Commended) and 2009 (Runners Up)

- *Financial Times* Innovative Lawyers Rankings 2007 (Runner Up)
- *International Law Office* Global Counsel Awards 2007
- *The Law Society Awards 2009* - Solicitor of the Year - In House (Geoff Wild, Shortlisted Finalist)
- *The Law Society Awards 2008* - *Excellence in Marketing and Business Development* (Shortlisted Finalist)
- The only UK legal practice (in either the public or the private sector) to secure all of the following accreditations:
  - o BS EN ISO 9001:2000
  - o LEXCEL (Law Society Practice Management Standard)
  - o Investors in People
  - o Charter Mark

### **Commercial Services**

#### **This is the largest public sector procurement in the UK outside central Government**

##### Innovations

Laser is certainly setting the national standard for energy procurement and management - reducing consumption in addition to best buying.

Creating a new model for procurement of energy, stated as the first to meet full Treasury specification/buying energy for 112 local authorities, 1000's of other public bodies/ schools, currently saving local authorities at least £50 million p.a.

Grasping Freedom to Trade power, creating 3 active private companies now delivering net profits of £600k p.a. and saving KCC £1.6.m p.a. through their influence on other providers.

Being appointed as Centre of Excellence for Procurement by Improvement and Efficiency, South East, who are promoting 10 of our arrangements as 'Best Deals'.

Aggregating volume on Fleet procurement means we factor some £20m vehicle procurement on behalf of authorities from Cornwall to Norfolk, using only 3 staff.

Enabling e-procurement solutions to all schools across the south of England through an electronic catalogue offering own-brand and 'green' products with a guaranteed next day delivery service.

Quotes from partners -

Essex Police:

*Oh what joy... In October 2007 our new gas contracts commenced and for the first time went through LASER. In November 2007, the new electricity contracts also started under the direction of LASER. One of the initiatives*

*offered to Essex Police was that LASER could provide us with consolidated billing. This offered us a chance to reap huge benefits ~ and it did. ....we have estimated this has saved us £14,240 per year on our electricity invoices and £22,300 per year on our gas invoices (back-office alone)....*

Wisborough Green Primary, West Sussex:

“We faxed you two orders yesterday. Your deliveries have been so prompt that we thought we should let you know that we are closed next week. My Head teacher and I would also like to comment on the three deliveries we have recently had. All your drivers were extremely helpful and considerate. In a climate where people are always moaning we like to compliment whenever possible”.

## **Strategic Development**

### **Kent Film Office**

The Kent Film Office has brought in £13m direct spend since its inception in April 2006 to March 2009 (this figure is audited). In addition, there is indirect spend that is much more difficult to quantify but is likely to at least double the figure.

### **Kent Film Foundation - Pilot**

This three months pilot for a full-time film school for disadvantaged children is unique in the country. It is specifically designed to include young offenders, children with mental or physical disabilities or those from other disadvantaged backgrounds unable to enter the sector through the more usual routes. It is run by small private business, Maeve Films, and comprises a partnership between KCC The Kent Film Office, KCC YOS, private enterprise (Maeve Films), Connexions, Unitas, Thanet College and Screen South. Thus it provides the very best local support to the students, both in terms of social care, education, industry links and local authority support.

The project grew out of a very successful Mediabox project 'Autism In The Frame' and the YOS Summer School, all run by Meave with various partners around KCC YOS and KCC Kent Film Office, including, UK Film Council, Screen South, Thanet District Council, National Autistic Society, Connexion, Unitas and The Courtyard Studios. The tremendous success of both these projects has led to the Kent Film Foundation Pilot, which in turn, it is hoped, will lead to a permanent film school.

Some of the key points are:

- using film and TV to teach literacy
- using the therapeutic effect of artistic expression
- supporting the government's push to making all levels of society media literate
- skills for disadvantaged young people

Barbara Follet - Parliamentary Under Secretary for DCMS said 'I was very interested to read about the work you have been doing with disadvantaged children in Kent. The one year film school for young offenders sounds like a particularly worthwhile project. '

### Film Friendly Agreement

The Kent Filming Partnership drive by The Kent Film Office in its inclusiveness is unique outside the Greater London Area. It is a framework of partnership working between many private and public sector partners, including KCC Kent Film Office, Kent Highway Services, District, City and Borough Councils, unitary authorities, Kent Police, Kent Fire Services, film and broadcast businesses, Visit Kent, tourist attractions, museums and many more. It recognises that the film and TV sector within the creative industries is crucial in delivering top level growth to the emerging UK Knowledge Economy and thus to the county.

It was designed as a response to the growing requests from partners for a common framework. It is a commitment to provide a top level service to the industry to further build economic growth as well as support the partners' duty of care to the general public and protect businesses from malpractice through the filming guidelines which regulate filming activity.

Some of the key points are:

- signal that Kent is a film friendly county
- guidelines for a film friendly service to the industry
- pledge to join forces to encourage further economic growth
- support the local sector infrastructure
- protect public and businesses from malpractice

### Private Members Bill for Road Closures for Filming

Kent County Council will bring a private member's bill to enable it to close the public highway for filming. This initiative grew out of the dichotomy that exists between requests to close sections of the public highway by film companies as well as local communities and individuals to work safely away from existing traffic and a gap in the current legal provisions. It is unique outside Greater London and important if Kent wishes to fully take advantage of the economic benefits filming brings to the county.

This work began in 2008/9 but will not be before Parliament until November 2009.

Some key points:

- address gap in current legislation
- enable legislative framework for closures
- signal Kent as Film Friendly and committed to support the sector
- ability for KHS to respond positively to local requests for closures for filming

Ivor Benjamin - Chair and Trustee of The Directors Guild of Great Britain said ' The Directors Guild of Great Britain whole-heartedly endorses any measure to improve and facilitate the production of film in the United Kingdom. I wish you every success with the Bill.'

### Kent Movie Map

This project in its scope will be unique to the UK . It will be an interactive, online map of the county showing filming as well as related heritage locations to encourage film tourism and celebrate Kent's filmic heritage. It was conceived in response to a very successful movie-map pilot based around the locations for the film 'The Other Boleyn girl' in partnership with Visit Kent and working with Universal Pictures, National Trust, English Heritage, Penshurst Place, Hever Castle and Screen South. It recognises the considerable economic benefit set-jetting can bring to the region, over one million for one film in one season alone, and pride of place within local communities that filming can engender.

**“The Other Boleyn Girl” movie map brought in £1m to the Kent economy in 2008/9** as assessed under the Oxford Economic Model

Some key points:

- exploit the set-jetting markets
- map Kent's film heritage
- support the local tourism infrastructure
- celebrate Kent as a film and TV location
- provide case studies of expertise in handling filming projects to the creative industries
- acknowledge Kent's wish to support the creative sector
- help to preserve heritage

Sandra Matthews-Marsh, Chief Executive of Visit Kent said:

“For a relatively low investment the campaign has produced a fantastic return and we hope that it will prove to be a successful model for future film tourism campaigns in Kent. An excellent collaboration between the Kent Film Office and Visit Kent produced great results and we look forward to working with them again soon.”

Viscount De L'Isle Kent Ambassador and owner of Penshurst Place said:

"The film industry has a significant impact on tourism in Kent, as was clearly demonstrated by the Other Boleyn Girl campaign, where we worked together with the Kent Film Office, Visit Kent, National Trust and English Heritage and the other Kent film locations to maximise the marketing opportunities the film brought.

“This resulted in increased profile for Penshurst, which is not only fantastic for the Kent economy as a whole but also because tourism spend plays a significant part in preserving our heritage.”

Executive Producer – investing £75k into “The Calling” in order to secure the local production company, Medb Films, remained in Ramsgate, £500k was spent in the local economy, local talent was supported etc. Short-listed for the Michael Powell award at the Edinburgh Festival. Secured positive coverage in all the local media.

Kent Film & Television Board and Kent Film Network has been set-up to engage with local media reps to encourage film and television into the county. KFN was set-up in 2008/9.

## **Gateway**

### Accenture - Leadership in Customer Service

Creating Shared responsibility for Better Outcomes. Global report with supporting case studies from Central Provident Fund Board - (Singapore); Communities for Children (Australia); Department for Work and Pensions (United Kingdom); Kent County Council - Gateway (United Kingdom); New York City Government (United States); Service Ontario (Canada) Full report available.

### Capgemini - Malta partnership

Cross-border links to a customer service development in Malta bridging IT and customer centric driven approaches, with shared learning.

### LDGC Customer Insight Research

The Gateway team secured €4.45m from Interreg to develop customer insight for the Gateway partnership and will underpin the service model and future development of the programme and wider public service facilities. This investment will give public sector partners in Kent a wealth of knowledge about their customers that will enable us to target services and communications more effectively, thereby saving money.

### DWP Tell Us Once Pilot

Kent Gateway ideally placed to support the implementation of the TUO pilot, which began in November 2008. Approach incorporates improved processes into everyday activity at very low cost, and is sustainable. Services can easily be expanded across the County. This has been an excellent partnership between central government and local government.

Indicated half year process-savings for KCC £250k based on the 5 geographic districts this service currently operates. Greater savings impact for all districts in terms of reduced turn-around time for housing; early cessation of individual benefits as necessary; reduced costs of debt recovery for over-payments; better detection of fraudulent claims etc. Taken to its logical conclusion, the full year effect would be £500k and when the remaining 7 geographic areas are included, savings will increase to £1.2m per annum.

### Buckinghamshire franchise

Discussions with Buckinghamshire to develop a franchise framework to support progress and improvements under pathfinder. This will enable Bucks

to deliver a similar customer experience and maximise the subsequent savings.

#### EHO - Enhanced Housing Option with Ashford Borough Council

Joint presentation by Head of Housing, ABC Tracey Kerly and Project Development Officer, Gateway Peter Brook, resulted in a funding award of £320k over three years to develop an enhanced housing options service in the Borough. Much of the excellent progress with this project builds on the style and partner platform developed in the original Ashford Gateway and has developed even wider links with community and statutory groups. The EHO approach provides a 'best practice' model for the Gateway network going forward as a means of addressing homelessness, worklessness, training deficit and related child poverty issues.

#### Social Return on Investment

Analysis of the Skills Plus service in Ashford demonstrates a £15 return for every £1 invested in this service and the added value brought by being within the Gateway environment. The savings include a reduction in benefits (i.e. job seekers allowance and housing benefit) owing to the training enabling customers to secure employment and where the additional skills have led to customers securing employment with higher salaries than previously, this returns additional tax to the local and national economy. There are also softer benefits outlined in the report.

#### Property related savings - following Gateway delivery

Thanet DC - relinquished over-spill office space saving approx £250k pa.

Maidstone - BC relinquished a number of leased and freehold properties to adopt modern lease-hold premises and shared investment in Gateway. KCC are in the process of delivering cashable savings within the district as a result of Gateway. Some savings are dependent on the expiry of leases but other savings are in the process of being realised i.e. closure of receptions in remaining buildings.

Dover - revenue cost sharing through Gateway sustaining town centre services and potential for sustainable outreach with Health, Library and mobile across the District.

KCC - The new Thistley Hill joint office, will result in the closure of three separate buildings in Dover, reducing revenue costs significantly as part of the 'Better Work Places'.

Tenterden - partnership delivery of Tenterden Gateway, sustained local Post Office, a modernised Library, returning Tourist Information to an all year round service; and retaining ABC service desk in the town; revenue split four ways; disposal of 1 rental and 2 lease-hold properties.

Tunbridge Wells - joint investment in Gateway has released TWBC to actively consider back-office out-of-town relocation options, to include joint-use. KCC is in the process through BWP of reducing office estate in this borough, e.g. Montague House

Ashford Gateway Plus - the new build on the site of the existing library will accommodate Registrars (relinquished 1 building) Adult Social care (relinquishing 1 building) Adult Education (relinquishing 1 building) and

Gateway (relinquishing Park Mall site) to combine on one modern accessible site. Design and build will reduce revenue overhead with budgets pooled to drive down costs.

Thanet Gateway was short-listed for the LGC Innovation Award in 2008/9. The approach has been recognised by the Ministry of Defence looking for ways to ensure that service and ex-service personnel have a clear pathway to the range of services needed to meet their particular needs

Satisfaction levels as independently evaluated are regularly over 95%.

### **Kent TV**

Kent TV has received recognition from both the **Prime Minister, Gordon Brown** who wrote 'I recognise the value local television and community channels can have in bringing communities together...It seems to me that they have enormous potential for helping to develop local talent' and **Jeremy Hunt the Shadow Secretary for Culture, Media and Sport** who said 'I was extremely impressed to read about the investment Kent County Council has put into a broadband television service'

1. First community broadband channel in the UK, with over 2 million visits in the first two years.
2. Holly Would – Kent TV drama that is interactive (audience can choose what direction the story takes through an online voting system) and it is an innovative way of getting across public health and personal safety messages to young people. This has never been done before.
3. Sound Clash 2009 – engaging with young people in Kent. 84 entries and 12,000 registrations to vote.
4. Debates with politicians and local people e.g. Housing Debate in Canterbury with politicians, students and local residents. Also, banking debate with representatives from the banking sector as well as local politicians, businesses and residents.
5. "How To" channel.
6. Short-listed for the European E-Gov Award 2009 (winner to be announced in November 2009 in Malmo, Sweden).
7. Creative & Media Diploma – working with Maidstone Studios to offer young people studying for a creative and media diploma an insight in to the creative industries. Preferred provider.
8. Kent Schools Network – local presenters working with local schools to help young people research, write and host a news bulletin. These videos will then be uploaded onto Kent TV and pupils will be able to take part in debates on school issues, give their views on polls and join relevant groups. It will be moderated and password protected.
9. Kent Youth Channel – working with Youth Services to create a channel dedicated to young people, which will include a social networking function that will be moderated and ability for young people to upload their own content.
10. Animate and Create – competition in association with Clean Kent, Kent Extended Services, Canterbury Christ Church University to encourage primary school children to create their own animation. 25 films were

uploaded by primary school children and the winner was chosen at an event at the University.

11. Working with over 170 businesses and voluntary organisations and spending 40% of total content budget on local businesses in Kent.
12. Quotes from people using Kent TV attached.
13. Prime Minister Gordon Brown and Shadow Culture Minister, Jeremy Hunt have both written to KCC to praise this initiative.
14. Kent TV contributed to £200k savings in publications in 2008/9 and within the current year the saving allocated is £1m. An example of where this money has been saved is a reduction in the KCC magazine Around Kent of £160k by reducing the publication from 4 times a year to twice a year.
15. £230k has been spent by Ten Alps on local productions companies to commission content.
16. Added value into the Kent economy by promoting Kent for Tourism, i.e. content plays on the cross-channel ferries promoting Kent. The value of this on the market would have been c£15k to produce and the spin-off benefits to tourism within the county are immeasurable but likely to be over £1m

### **Contact Kent**

The 24/7 contact telephone and email service for the county council. This service also runs out of hours services for Tunbridge Wells BC and Maidstone DC. It also runs the out of hours service for social care and I believe is one of the first 'civilianised' out of hours social care services

### **Kent Graduate Programme**

In 2008/9 began a process of placing KCC graduates in other public sector and voluntary sector organisations in Kent in order to expand the experience and knowledge of the graduates and support other organisations. Sunlight Trust and Thanet DC are examples.

### **Finance**

#### **Innovations**

1. Property Enterprise Fund 2 - financing vehicle that is supporting capital programme in days of property market low values (outcome is survived capital programme)
2. Procurement - BSF contract a good example, where apprenticeships included in the specification (outcome are the apprentices employed)
3. PWC contract to turn around Internal Audit - new model delivery which is neither private nor public, in house or external but a blended combination (outcome are cost savings, increase in productivity, improvement in quality)

#### **Examples of Excellence**

Speed of closedown of accounts

KCC's Medium Term Plan approach is the subject of formal requests from a wide range of authorities to see what we do, often leading to the informal copying of our MTP!

## **Strategy, Economic Development and ICT**

### **Regeneration and Economy**

- Eastern Quarry – negotiated unprecedented S106 contribution to the tune of £110m, which should see the provision of a wide range of community facilities, including schools, transport infrastructure, libraries, etc.
- At the Bridge Development, Dartford, the Division has led for KCC on negotiating and providing the Learning Hub, which incorporates KCC's first primary school of the future with a wide variety of other community services also provided on site.
- No Use Empty Initiative – a partnership between KCC and four Kent Districts, now expanded to county wide coverage, which provides capacity building for the districts in their discharging their enforcement powers and a rolling fund, provided by KCC, to provide interest free loans to owners of derelict properties to bring them into residential use. The Audit Commission's recent publication, Building Better Lives, cites this as good practice. Since the initiative was launched in 2006, 728 empty properties have been brought back into use.
- Kent Thameside Homes and Roads – the division has led on the creation of this £200m programme of 11 major transport schemes incorporating a complex cocktail of funding sources including a proposed tariff on residential and commercial development and a total of £100m public sector funding agreed in principle.
- Last year, achieved a Environment Agency award for innovation on a water saving devices in new build housing at Singleton Hill, Ashford – initiated by the R&E Division
- Visit Kent won the 'Tourism South East ExSEllence Award' for its web-site. This will now go forward to the national finals. Kent winners or runners up in most of the other categories – many of them working with Visit Kent.

### **International Affairs Group**

- KCC and Kent organisations secured some £100 million from EU Structural Funds in 2000-2006. To date (programmes run from 2007-13) KCC and Kent has secured some £17m (€20m) in grant funding. The target we have set to secure is €100m over this period.
- Kent (KCC and Kent organisations) has secured the most Interreg 4a funding of any county (indeed of any Local Authority area) in the UK from the start of the programme in 2007 until today (€7.6m). By way of comparison, Norfolk (€3.7m), Essex (€1.6m). Next highest behind Kent is Brighton (€4.4m)

Eurostar announced that it would cut services at Calais and Ashford, two intermediate stations on the EU's first truly international high-speed rail network: the Paris Brussels Köln Amsterdam London (PBKAL) network. Despite widespread criticism by passengers and local stakeholders, Eurostar maintained its position. After a two year lobbying campaign with colleagues at the Nord Pas de Calais Regional Council, which included getting the European Commission's Regional Policy Director-General to take the lead in organising an international stakeholder dialogue in July 2007 on the issue, Eurostar subsequently decided to reverse its position and reintroduce the Brussels service in 2009. The Eurostar case study was published by NLGN in their publication Local Experiences, Global Perspectives earlier this year.

## ICT

- Early in 2009, ICT Operations were awarded the Customer Service Excellence accreditation – this is awarded by the Government for public services that are efficient, effective, excellent, equitable and empowering – with the citizen always and everywhere at the heart of public service provision.
- Connecting Kent Community Broadband Support programme set up under Next Four Years Target 51 (Initiate an enhanced and higher capacity broadband network for improved IT access for businesses, schools and the wider community) in 2002.
- KPSN (Kent Public Service Network) will deliver high quality network services to Kent's communities, local authorities and public service providers as they meet the challenges facing government, education and health in the 21<sup>st</sup> century. This wide area network will be connecting over 1,100 sites, including Local Authority officers, schools and libraries. All, apart from 40 minor sites, were 'live' by March 2009. Further saving on 'Government Connects' connections (mandatory for all LA's by end of March) saved public service c£500k in connection/rental costs.

## **Accolades relating to KPSN**

1. Gartner has reviewed Kent Public Service Network as part of the Government Connect Secure eXtranet Evaluation and Positioning Study. They concluded:

*"Kent County Council's WAN is provided at a cost level 29% below the peer average."*

And

*"Kent's adoption of MPLS, delivered through a strong relationship with a technical partner vendor, at a cost efficient level is exemplary"*

2. Kent Public Service Network a finalist in the LGC Awards 2009 (rewarding excellence in public sector IT) in the shared services category.

3. Lee Grafton, Head of Commercial and Communications at Government Connect, praised the progress made by Kent and Medway noting that it is the

first aggregate community to connect all their sites. *'The success of KPSN in achieving this significant milestone conclusively demonstrates the ability of local and central government to work in partnership and to deliver real benefits to ordinary people.'*

- Kent has a long standing reputation for leading on innovation in the area of assistive technologies, E.g. Tele-health and Tele-care. The application of these technologies in support of the health and well being of our own staff groups is the latest initiative in this area. Combining the mobility and wireless capability of Blackberry devices, monitoring of critical health indicators for staff at risk is being piloted by the authority.
- The 14 local authorities in Kent have implemented a common network which links over 1200 public sector sites, Police and Fire services as well as sharing resources with the Higher and Further Education Joint Academic Network (Janet) and providing a secure shared channel to central government and local NHS trusts. The 3 years of partnership development, planning, procurement and physical implementation of this network was completed in March 2009. In April 2009 Kent became one of only 4 aggregated networks in the UK delivering connection to the Government Secure Network. It remains the only aggregator with 100% membership and compliance of all local authorities in the region.
- The same common network has also been used to develop direct benefits for Kent businesses. By aggregating demand across public services the network architecture has as anticipated increased competition within telecommunications provision in Kent resulting in a 55% increase in the number of Kent telephone exchanges offering business broadband services. This strategy predates the Digital Britain report by over 3 years.
- Winners of the national 'Innovate 08' award for free thinking, innovative councils.

## **Personnel & Development**

### **Innovations**

#### **1. Leadership in KCC**

All of the leadership programmes run by L&D bring together partners in other public sector and voluntary organisations.

A recent programme which ran last year The Power to Lead was designed and delivered in partnership with Kent Police.

Our current Coaching & Mentoring Network has grown through our partnership working with Kent fire & Rescue. The financial benefit of coaching and

mentoring is difficult to calculate, however the network is reciprocal so no direct cost.

Kent Leadership Programme: a highly unusual innovation. The concept was designed by KCC in conjunction with Imperial College and the University of Kent. The programme is delivered over 18 months and is open to the most senior figures in all sectors including politicians at local government cabinet level and is now on its third intake. The partners include KCC, The Kent Business school (University of Kent), Veredus, Tanaka Business School (Imperial College), Edexcel, Cap Gemini, Accenture, Kent Police and Kent Fire & Rescue Service

**(extract from independent evaluation)**

**“The Kent Leadership Programme**

- The Kent Leadership Programme is an innovative initiative. One of the groundbreaking features of this programme is its focus on collaboration across the public and private sectors, and the involvement of commercial partners in the delivery.
- The context for the KLP is the move towards collaborative and partnership working across the public and private sectors.
- It aimed to create a large group of cross sector and multi-agency leaders. In addition, there would be tangible benefits for Kent, primarily from the project.
- It had four objectives:-
  1. Learning ‘about leadership’, modern academic thinking about leadership
  2. Learning how to ‘do leadership’, primarily strategic thinking and leadership skills
  3. Learning to ‘be a leader’, including better self-awareness, confidence, authenticity and presence
  4. Learning about the new working context, including understanding the widening perspective, building a network, and partnership working
- This report was compiled from thirty-one hours of telephone interviews with 72% of the participants, their reports, the stakeholders who sent them on the Kent Leadership Programme (KLP), and key members of the Board. These were conducted between November 2007 and August 2008.
- The report combines data from both Cohort 1 and Cohort 2, allowing four sampling points to be examined over the overlapping lives of the two programmes.

## **The participants**

- The participants were intelligent and motivated senior people, ready to move to a new phase in their career. They were drawn from both public agencies and the private sector.

## **The outcomes of the programme**

- The theoretical content of the course has been of real value for participants. It has given them some new ideas, frameworks for thought and perspectives on modern leadership theory.
- By the end of the programme, participants were able to understand exactly what strategic thinking involved and changed the way they operate. Their reports and stakeholders seemed very pleased with this change.
- The programme was successful in helping individuals broaden their leadership abilities, and become much more people-centred yet assertive when needed.
- Improved self-awareness can be regarded as one of the crucial outcomes of the programme. It is the catalyst for change that enabled participants to make the personal shifts that were needed.
- A growth in personal confidence and assertiveness was another key outcome of the programme, as it underpins senior leadership effectiveness.
- Presence is a crucial leadership quality, and the programme seems to have been very successful in developing it in the participants.
- One of the key objectives of the programme was to help lay the foundations for a Kent-wide cross-sector group of leaders who understand the context in which they operate, and understand each other. It has made a good start in this endeavour.

**In summary, the programme achieved every one of its objectives, and can be regarded as an extremely successful pilot.**

## **The impact of the programme**

- The programme appears to have had a profound effect both on participants and their organisations' performance and profile.
- Cohort 1 participants made a very marked shift towards Transformational Leadership. They had left behind the need to exercise control over the details, and a tendency to micromanage

- Their people were feeling the benefits. They were less stressed, more engaged, more empowered, more motivated and the workplace atmosphere had improved.
- Others had become more assertive when needed, and had used this to considerable effect.
- A positive and in some cases extraordinarily high Return on Investment in financial terms seems to have been achieved by many of the organisations whose members attended the first programme. More details of this are to be found on page 12 of this report.
- There are other ways to estimate a Return on Investment, such as the greater understanding and connection with the public sector enjoyed by the commercial partners, and financial benefits for participants' organisations may lie in the future.

**Overall, the first programme has achieved almost everything it set out to do, and has had a considerable impact on people and organisations. “**

## 2. Use of technology

### Personnel & Development - Technological Innovations and Developments within KCC

| Development                  | Description  | Business Benefits   |
|------------------------------|--|---|
| <b>Employee Self Service</b> | Employee Self Service is an online facility that puts staff in control of their own personal details from submitting claims to updating their personal details. This is currently rolled out to approximately 3,100 staff with a target of 9,000 by March 2010. KCC is the first local authority to develop direct input to a payroll element (overtime) via Self Service functionality. | Reduced resources within Employee Services Team. Improved processing time. Considerably reduced paper flow within the organisation. Reduced input errors. <b>Savings of £130,000 within Employee Services in conjunction with expenses functionality (see item 3. below).</b> |
| <b>Manager Self Service</b>  | Currently under development. The aim is to provide managers with key information about their staff and to input staff absence details.   | Managers able to review information about their staff and monitor sickness levels.  |

|  |  |  |
|--|--|--|
| <p><b>Online Expenses</b></p>                          | <p>KCC has developed online expenses using the self service functionality. Currently rolled out to over 1,000 staff with the aim to roll out to 9,000 staff who have access to Self Service by March 2010.</p>   | <p>Reduced resources within Employee Services Team. Improved processing time. Considerably reduced paper flow within the organisation. Reduced input errors. Employees have an electronic record of previous claims.</p>   |
| <p><b>Online Total Contribution Pay Assessment</b></p> | <p>KCC has developed a module for managers to input performance assessments of their staff which, following a moderation process, directly updates Oracle HR with pay progression and/or lump sum awards as appropriate. This uses the self service functionality.</p> | <p>Reduced resources within Employee Services Team. Improved processing time. Considerably reduced paper flow within the organisation. Reduced input errors. Significant time saving over previous spreadsheet based system. Dynamically tracks changes to the database and alerts managers.</p> |
| <p><b>Online Home Care System Link</b></p>             | <p>This system uses the self service functionality to enable managers to input changes to the work patterns of around 250 home care staff which calculates their pay entitlement as necessary.</p>   | <p>There is no keying in of home care staff time sheets by Employee Services. Working weeks are more accurately recorded. Improved processing times.</p>   |
| <p><b>Online Recruitment System</b></p>                | <p>It provides KCC with an online application form, the ability to publish jobs on the website and enables managers to short list online. It allows us to communicate with applicants by email thus reducing letters and postage costs.</p>                            | <p>Over 90% are recruited via the online system. Managers can shortlist from any location. Reduced time to hire. Reduced cost of stationary. Candidates prefer the online experience and like the flexibility to book their interviews online.</p>   |
| <p><b>Schools Workforce Census</b></p>                 | <p>The authority has developed systems to support the competition of the Schools Workforce Census drawing data from schools SIMS systems and from the Oracle HR system for centrally employed teachers.</p>  | <p>The development of these systems has enabled KCC to provide data required for the new Schools Workforce Census within the time required. KCC is one of the few large authorities to achieve this.</p>   |

| Development   | Description  | Business Benefits  |
|---|--|--|
| <p><b>Document Imaging and Electronic Workflow System</b></p> | <p>The Council uses a document imaging system for maintaining personal information records about each member of staff. The records can be accessed directly via the Oracle HR employee record. All paper instructions received are scanned and allocated electronically, giving a deadline for completion.</p> | <p>Elimination of paper based records (scanning of 32,000 'live' personnel files for schools and 14,000 for KCC plus all new files are created electronically). This saves costly storage space, reduces paper and printing usage, is more easily accessible for authorised users but also more secure than filing cabinets. Electronic workflow ensures all documentation is effectively prioritised and processed by deadline dates. The reduction in paperwork provides for a better working environment and documentation is secure. Reports from the system also enable better workforce planning and performance monitoring.</p> |
| <p><b>CRB System</b></p>                                      | <p>Development in partnership with supplier of their electronic CRB Disclosure application system for use in schools. This verifies information submitted, tracks and records application progress and is submitted electronically to the counter-signatory in KCC.</p>  | <p>One counter-signatory can process 4 times as many applications as with the paper based system, thereby saving on staffing costs. Postage, stationary and printing costs are reduced as numbers of spoilt forms were high with the paper based method. The system saves time for Schools and they have a clear picture of how checks are progressing and a record of completed checks.</p>   |
| <p><b>HR Business Intelligence</b></p>                        | <p>HR Business Intelligence is an internal website that aims to be a central resource for Workforce Information. Statistics are provided within interactive dashboards that enable users to gain comparative information both in a graphical and tabulated format.</p>   | <p>Enables consistent reporting of statistics across the Council. Managers are better informed which allows for improved strategic planning. Reduced report requests for business support and analysis teams. Style and format allows users to quickly understand and access information, usually within 3 mouse clicks.</p>   |

|   |  |   |
|---|--|---|
| <p><b>Intranet Access to Geographic Information about Staff</b></p> | <p>KCC has taken the innovative step of linking its Oracle HR System to its GIS (geographic information system). The purpose is to enable the organisation to view interactively the characteristics of staff at its 1,200+ locations via a geographic mapping system similar to Google Earth.</p> | <p>The system provides the functionality to support the business in areas such as Emergency Planning, Office Transformation, Employee Engagement, Green Travel Plans, Workforce Planning, Sickness Monitoring etc. <b>Short listed for a CIPD People Management Award 2009 in the 'Excellence Through Technology' category.</b></p> |
|---|--|---|

### 3. Reward

Aim of total reward is to seek to engage employees with the organisation through its wider employment package and consequently drive increased service delivery and reduced turnover.

In pursuit of flexibility, relevance and choice to all our employees we have developed a suite of benefits including flexible working arrangements, health or voluntary benefits, salary sacrifice and a reward discount scheme which gives access to over 1200 organisations supplying real discounts and cash-back.

Our policies and benefits have set us apart in the area of Reward and we have been successfully recognised in National awards (PPMA, Employee Benefits and DWF) for the design and delivery of the benefits package. We are currently implementing an innovative on-line and interactive Total Reward Statement which we expect to receive the same level of accolade and will continue to set Kent County Council apart.

As a consequence of this development Kent are regularly highlighted as an example of best practice in the field, as well as setting new innovative standards. This was the message conveyed 3 weeks ago at the **Skills for the Public Sector 09 conference** by Paula McDonald, Deputy Director, Public Sector Workforce Reform, Cabinet Office.

#### **Awards, accolades and recognition**

##### **H&S – Sensible Risk Management**

##### The benefit and on-going value of the KCC sign up event and its impact across Kent.

- “Sensible risk management is emphatically about saving lives, not stopping them” – Bill Callaghan, HSC Chair.
- Building on its existing partnership with the HSE, KCC organised and staged the first County-wide sign-up in the UK at an event in February 2008, bringing together Peter Gilroy, Phil Scott (Regional Director of HSE), Robin

Dahlberg (HSC Commissioner) and senior representatives from all of the Kent Local Authorities.

- The event attracted positive press coverage both locally and nationally, including items on local radio and BBC South-East News; and still features prominently on HSE's website.
- Phil Scott said of the event; "I invite all local authorities in the south-east to follow the excellent lead of Kent Councils and join with us in embracing and practicing the principles of sensible risk management". Since then, the county-wide sign-up has inspired many Local Authorities across the UK to follow suit.
- KCC and Kent Local Authorities are working together to embed the principles routinely in the actions they take. Sensible messages coupled with the seal of approval of HSE as a well-recognised body have helped to sell the right approach to risk assessment, and to give managers greater confidence in a level of action that is proportionate to the risk, when required to satisfy legal obligations.

**Workforce Planning** - Integrated Workforce Planning - Research commissioned by KCC identified areas for joint working across the public sector in Kent that has resulted in greater partnership working and efficiencies, particularly in relation to (1) apprenticeships and (2) training. This exercise has now become a shared action plan with the intention of reducing the need for duplication of activity as well as strengthening the capacity within partner agencies.

## **Wellbeing –**

KCC leading work around workplace wellbeing has received national interest and recognition

### **Media Articles**

Occupational Health Review, Employee Benefits

### **VirtualGym TV**

<http://www.peoplemanagement.co.uk/pm/articles/2009/01/council-gets-fit-with-virtual-gym.htm>

<http://www.personneltoday.com/articles/2009/02/20/49569/online-gym-launched-for-kent-council-staff.html>

### **Presenting KCC approach to wellbeing**

- Speaking at national conferences on KCC's Wellbeing activity Sept 07, Oct 08 and Nov 09.
- Dame Carol Black's regional events - Presenting KCC case study London regional event April 09
- Presenting to NHS, 3<sup>rd</sup> and private sector partners through the Kent & Medway Physical Activity & Health Eating Alliance and to Kent Public Health Board

Invitations to participate in 'round table'/small group discussion/consultation due to leading edge work in this area – Dame Carol Black (Mental Health), MCCloud Review of Employee engagement, Work Foundation, Manpower Services

### **Advice/info requests on our approach and achievements from**

- **Local Authorities** - Birmingham City, Stockport, Barnsley, Lancashire, Kensington & Chelsea, Leicester
- **Other Public Sector** – Transport for London, Calderdale & Huddersfield NHS, Wirral NHS, Barnsley PCT, City of London Police, Bolton Hospitals NHS, NHS Institute for innovation & Improvement
- **Private sector** - Centrica, Pearson PLC, The Co-operative Financial Services

### **Outcomes**

- Team Weight- loss Challenge - 270 stones lost with 471 staff taking part
- Reduction in sickness absence of over 40,000 days in 08/09 from 07/08, linked to managing attendance work

### **Additional benefits**

The Work & Wellbeing activity has created additional and unexpected benefits for example:

- Supporting environmental objective (green travel plan) with staff walking & using their bikes more
- Staff engaging their families with activities they are involved with including children in weekend and dog walking, using the fitness DVD's thinking about nutrition and healthy eating, great that the good practice influence is spreading way beyond KCC's workforce into the wider community
- Social events planned by staff teams and groups that involve physical activity that is brilliant for team building and morale boosting
- Staff feeling valued and uplifted through involvement in the programmes
- Staff being encouraged to take part in fund raising involving activity that benefits the individual and the charity
- Improved awareness and appreciation of KCC services and Kent community, accessing Adult Education classes, our county parks and Nordic walking provision
- Health Peer review 2008 – confirming staff awareness of and valuing Work & Wellbeing initiatives

**Apprenticeships** - Kent Success Apprenticeships - Has resulted in young people being attracted & recruited to KCC ensuring we have a pipeline of talent, in so doing it has helped address ageing workforce issues and ensured over 260 people (to date) have not joined the group of young people who are NEETs (not in employment, education or training). There has also been considerable success in the resultant employment of apprentices. Our work on this and wider talent management is the only public sector nomination for national recognition via Personnel Today Awards in October.

**Talent Drain** - Kent County Council has recognised the need to help schools retain staff as well as recruit new people. We have engaged retention experts Talent Drain over the last 2 years to provide exit interview questionnaires to staff who are leaving, and then to provide professional analysis of those returned. This has achieved a return of over 30% of questionnaires, therefore

large enough a sample for us to use for reports to school management groups, and to help design the content of our leadership and management training.

## **Children Families and Education**

### **Top '3' innovations**

#### **LAC Pledge**

Kent was one of the first authorities to introduce a pledge for looked after children. It has been praised by ministers and set a standard for other authorities.

#### **14-24 Innovation Unit**

The Unit provides strategic direction and an innovative approach to developing extensive universal services in education and training for 14-24 year olds across the county and leading on the development of pioneering curriculum and training programmes whilst ensuring that barriers experienced by young people within the Supporting Independence (SIP) archetypes are overcome. 25 vocational skills centres have been established across the county to provide state of the art specialist facilities to expand the curriculum offer. Over 5,500 14 to 16 learners are involved in the vocational and applied learning programme—exceeding Kent's 2010 target. Over 1400 learners took up the new diplomas with qualifications in September 2009. Expansion of apprenticeship opportunities and the key stage engagement programme continues to broaden the programme offer across the county to meet all learners' needs.

Kent has also developed a 14 to 19 Area wide prospectus which is used nationally as an example of good practice. The area prospectus is a directory of all post 16 learning opportunities and learners can apply on line for a course, this is through a common application process..

**Kent Children and Young Peoples Survey** – This is the largest LA national survey of children and young people views with over 48,000 C&YP taking part. The results have been used to inform planning and policy.

#### **Awards, accolades and recognition**

Kent has 17 examples of good practice/pilots/pathfinders in the GOSE SE region register 2008-9 covering CAHMS, SRE, improved social care, early years, pre school children with disabilities, extended services, study support, TYS/IYS, 14-19, NEETS, parenting support, foster care, every child a reader, activity agreements and allowances, skills qualifications, young apprenticeships,

#### **Each Division of CFE as follows -**

#### **ASK**

DCSF regional directors have provided very positive feedback on the Kent improvement strategy and the impact of support from improvement partners.

HMI have identified effective Local Authority monitoring, challenge, intervention and support in monitoring visits to schools.

NCSL has judged our leadership succession planning as very effective and NCSL view the partnership working between officers and headteachers very positively, as contributing to improved outcomes for Children and Young people

Kent has received national recognition and is the leading authority nationally with 34% (240) of its schools signed up to the National Get Set 2012.

### **Commissioning**

Following the BECTA Communication Aids Project which focused on using technology to support those C & YP with severe communication difficulties, Kent has been the only LA to develop a comprehensive multi agency service which is nationally recognised as best practice.

### **Operations**

Kent has also developed a 14 to19 Area wide prospectus which is used nationally as an example of good practice. The area prospectus is a directory of all post 16 learning opportunities and learners can apply on line for a course, this is through a common application process

Ifield's innovation scoops major prize - Ifield School in Gravesend has won a prestigious national award for its new buildings - the first to be built in Kent as part of the Building Schools for the Future programme. The £7million scheme won the best refurbished school in England prize at the British Council School Environment awards.

South Maidstone Academies Federation Wins National Award, Best BSF Academy

(Note: Alongside the Best BSF Academy category, Kent's BSF and Academies Programme was also shortlisted for its plans for The Community College, Whitstable, in the Best Design for a Remodelled School category.

### **CSS**

An inspection of the Kent Adoption Service in September 2008 concluded that this is a strong service with a highly skilled and competent workforce which achieves excellent outcomes in respect of service delivery to adopters, birth parents, carers, children and their wider families.

An inspection of Kent Fostering Service in July 2007 concluded that this is a strong service with elements of outstanding practice with a highly skilled management team which ensures that all of its services are conducted for the best interest of the children.

The first inspection of Private Fostering Arrangements took place in July 2008. The Ofsted inspectors rated the overall quality of the service as good. They found a strong service with clear lines of accountability and effective responsibility, and concluded that the safeguarding of Privately Fostered children is ensured through robust assessments conducted by knowledgeable experienced staff who determine the suitability of all aspects of the placement.

Kent County Council, along with 5 other local authorities, has been selected to start piloting in 2009 Social Work Practices to test out whether independent, social-worker led organisations can deliver innovative new ways of working and better outcomes for children in care alongside increased social worker job satisfaction.

The Kent Family Group Conference (FGC) Service, part of KCC's Children's Social Services were among the first nationally and internationally to receive their Post Graduate Certificate in Family Group Conferencing from Chester University.

## **Finance**

Extract from Ofsted Annual Performance Assessment regarding CFE Finance

*“Financial management is secure and integrated with strategic and service planning and there is a clear and sustained focus on achieving value for money.*

*Major strength: The focus on value for money is embedded across all services”*

## **SPP**

Kent was one of the first authorities to introduce a pledge for looked after children. It has been praised by ministers and set a standard for other authorities.

Letter to the DCS from the DCSF and DoH to congratulate KCC CFE on the high level of engagement of its schools with the Healthy Schools Programme and in exceeding all targets set.

Lead on the development and piloting of the Quality in Extended Services “advanced” framework to be rolled out nationally. Kent is the first to have schools gaining recognition at this level

Participation on the national working group developing Kinship Care policy and guidance to inform the Care Matters and Children's and Young Persons Bill. Kent's work was held up as an example of best practice

Participation in the Home Secretary's eLearning and Safety sub groups chaired by Becta

Kent has been successful in bidding for Government funding to develop local approaches to tackling the causes and effects of child poverty. We have £1.6m over 2 years to pilot a menu of support for families who are affected by poverty. This project will be delivered through Local Children's Services Partnerships and project managed centrally in order to add capacity to local teams.

Kent's Credit Union is being established to reach a potential customer base of over one and a half million. This would make it the largest Credit Union nationally.

Kent has been chosen to pilot the national Aiming High for Disabled Children programme. Kent has been chosen as one of 21 local authority areas to lead the way in transforming short break services for disabled children, as part of the national Aiming High for Disabled Children programme. The programme has attracted £15million to Kent to work with this important group of children and young people.

Participation in the DCSF working group developing eligibility criteria for disabled children's services

Local Authority lead nationally on Family and Parenting Institute parliamentary seminars to ensure that LA views are taken into account.

Local Authority representative on the national working party for the revision of the Study Support code of Practice.

Successful implementation of the Parent Support Adviser pilot and lead Authority for the SE in advising and supporting other Authorities implementing the PSA role.

Nationally, the KSCB constitution, the KSCB serious case review guidance for professionals, kinship care policy and procedures and the pledge have been identified as examples of best practice.

Kent Children's Trust development has been promoted and researched by central government and widely acclaimed as a model of good practice – we received several visits from central government departments and other authorities to explore the Kent KCT model this year.

An enhanced Youth Inspection by Ofsted in 2008 praised the support provided for young people with learning difficulties and/or disabilities and vulnerable groups. It found that there was "well targeted and effective support for vulnerable groups including care leavers, young people with learning difficulties and/or disabilities and those from black and minority ethnic communities.

Ofsted's findings following its Enhanced Youth Inspection published in June 2008 described a high performing Youth Service in Kent, stating that, "Young people are served well by an excellent range of high quality activities to support their personal and social development". Numerical scores placed it among the top four services in the country.

Youth offending - The last external inspection by Her Majesty's Inspectorate of Probation found the range of services for those at risk of offending and re-offending were a major strength.

Kent joins national pilot for Newly Qualified Social Workers  
Following the recruitment this year of over 50 Newly Qualified Social Workers (NQSWS), 16 have been chosen to take part in the National Programme launched by the Children's Workforce Development Council.

The 2008-2011 pilot aims to support and develop those who are newly qualified and employed within the social care workforce of Children and Families. The programme will build upon the NQSW's initial training in order to strengthen their existing practice and provide them with a firm foundation for future career development.

Achievement Awards Ceremony  
Kent Deaf Children Society, a parent led voluntary organisation had an Achievement Awards Ceremony held in Sessions House. Deaf Children and Families Team were presented with a Special Recognition award for the work we do with deaf children and their families in Kent.

## **Kent Adult Social Services**

### **Innovations –**

**Kent Card** is the only significant purchase card in the UK; validated by the Treasury. Transactional Data Matching (TDM) which supports the use of the card has saved around £1m a year. Now has around 1000 users and is highly significant in public policy terms. A range of authorities have been in touch with us and with RBS, who developed the card, with a view to adopting a similar approach. The development has been commended by the Harvard Business School and Imperial College.

### **Telehealth & Telecare**

Our Telehealth pilot was commissioned by the County Council and now has about 1000 users making it the largest community Telehealth project in Europe. In terms of Telecare, where we have a similar number of users, Kent is in the top range, along with Lothian, in terms of design

The Kent Card, Contact Kent and The Freedom Pass have been shortlisted for the Guardian Public Services Awards 2009 in the categories of Customer Service, Transformation, and Transport & Mobility respectively.

The KASS outcomes have been assessed by CQC/CSCI, most recently in the July 2009 Independence Wellbeing and Choice service inspection where KCC achieved Good for Safeguarding Vulnerable Adults, Excellent for How Older People Access Preventative Services and Excellent for Capacity to Improve.

### **Awards, accolades and recognition**

Examples where service has reached national/international standards: The CQC IWC service inspection gives examples. In addition we have exceeded our target of 2,000 people on Telehealth/Telecare in the Whole Systems Demonstrator project. You will also be aware of awards in the last year for the Kent Card and the Better Homes Active Lives project.

### **Environment, Highways and Waste**

#### **Examples of Innovations**

Freedom Pass – a major social innovation. We found out what our young people wanted, tested it to make sure it worked, and then implemented it across Kent. Major benefits in terms of greater access to facilities and services (25% of all journeys are outside of the school peak), reduced dependence on the car and reduced congestion. It is helping a new generation grow up with the idea that public transport is a viable alternative to car use.

LED traffic lights. Kent is the first authority to replace all of its traffic light lanterns with LEDs. This in turn brings with it increased reliability, reduced maintenance costs and decreased energy consumption (and hence cuts CO<sub>2</sub> production).

The Countryside Access Improvement Plan won the accolade of the Most Enterprising and Innovative Improvement Plan at Natural England's Rights of Way Improvement Plan awards in March 2009. Natural England clearly believe that it is not only very good but also innovative (March 2009)

Two interesting examples of innovation from KHS and its partners (Jacobs, Ringway, Telent) are the 'no pins' system for kerbing, which substantially reduces damage to underground services; and the development of rainwater harvesting and an associated locally designed cut-off valve enabling highway water tankers to be used more efficiently and cost-effectively. These and other improvements have no doubt contributed to the significant rise in satisfaction seen in the annual tracker survey.

### **Awards, accolades and recognition**

Praise in his keynote speech at the national institute of public rights of way conference from the Chief Executive of the Ramblers' Association (RA), Tom Franklin for what he described as the groundbreaking partnership between KCC and the RA (September 2008).

Kent is also harnessing new technology to improve services by for example, adopting GPS for condition surveys. Kent is recognised as leading the way nationally in PROW standards (Country Walking magazine).

Shorne Woods Country Park Visitor Centre was awarded Best Structural Innovation at Local Authority Building Control National Built in Quality Awards 2007, and the award for Community Engagement and Education, Public Profile and Awareness Raising at the South East Renewable Energy Awards 2007.

KCC is the first authority to have its highway road works permit scheme approved by the Government. Sadiq Khan (Transport Minister) said "Councils and utility companies must have a joined-up approach and co-ordinate work so that disruption is kept to an absolute minimum. I am fed up with excuses about why we can't do road works better. I am therefore particularly pleased to give the go-ahead for the country's first permit scheme. I want Kent to blaze a trail for other councils to follow." The scheme was worked up over 2½ years and approved in September 2009.

Kent was the winner of the Institution of Highways and Transportation Innovation and Infrastructure award 2007 for Fastrack and was Transport Authority of the Year 2007.

Kent is ahead of its LA2 target for road casualties.

The new Kent Traffic Management Centre has significantly reduced travel times around Maidstone through initiative such as the utilisation of intelligent traffic systems, variable message signs, access to the Highways Agency's camera network and the Kent Traffic and Travel website.

## **CMY**

### **Innovation**

**Establishing the Kent Event volunteer team.** This imaginative concept was launched in 2008 and builds on feedback received that many people want to volunteer in their community but are not able to offer long term involvement because of their day jobs or family commitments. The project offers an opportunity to contribute to, and be part of, one-off events in the county.

**The Kent School Games.** The finals of the first event of its kind were held in 2008, involving over 500 schools and 30, 000 young people. It has achieved national recognition and interest, and the second event will be launched in the Autumn 2009.

**Olympics legacy work.** The Council's Sports Development team has achieved national Beacon Status for its work to achieve a lasting legacy from the London 2012 Olympic and Paralympic Games – achieving the highest accolade of 'outstanding'.

**Introducing an 'early warning' email alert system about bogus trading and door-step cold callers'. Partners and message recipients now number over 246, including 161 parish and town councils. Alert messages are also being used in many local publications. Both strategies use the principle of mobilising local groups in order to take local action.**

**Apprenticeships.** The County Council is recognised for its work in this area and for being in the vanguard of setting challenging targets locally. The KCC's own drive has resulted in 228 apprenticeships during 2008/09 of whom 70% were taken on permanently and 20% found other employment.

**National Year of Reading and Book Start delivery.** The Communities and CFE Directorates have been nationally applauded for their joint work during the National Year of Reading in 2008/09 in promoting reading in the county. The legacy continues. The Book Start programme has seen proactive 'joining-up' between the Libraries and Registration services which ensures a 100% reach to all new parents.

**The 'House' project.** This has been an innovative joint project launched by the Public Health team and actively involving a number of Communities services. Young people designed the way they wanted to access information about health and other issues through 'high street' locations.

**Pathfinders.** There are a number of examples where Communities services managers and their teams have been selected as national pathfinders due to their track record and competence in delivery. These include the 'Find our (cultural) Talent' work in Folkestone and the 'Tell us Once' pilot work which ensures that bereaved relatives only have to record a death once.

**National platforms.** There are also a number of examples where Communities' highly experienced service experts are invited to lead or contribute to national policy development and experimentation. Employee volunteering and volunteer management is one such and there many others.