

Strategic Delivery Plan (2020-2023)



Summary





The Strategic Delivery Plan is the single business plan for Kent County Council. It sets out the significant activities we will deliver to achieve better outcomes for Kent's residents.

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The Strategic Delivery Plan brings together the significant commissioning, service, capital and strategy activities which will be the focus for Kent County Council (KCC) in 2020-2023.

The Strategic Delivery Plan acts as the single business plan for KCC, which sets out detailed activities which will contribute to the delivery of the outcomes and objectives in KCC’s new **5 Year Plan**. It is a rolling plan which is updated each year to help the Council to focus on what needs to be delivered over the next short to medium term to improve the quality of life in Kent.

The Strategic Delivery Plan connects strategy (the outcomes we want to achieve) and activity (what we need to deliver), aligned with the Budget (our funding).

The plan is owned by the Leader and Head of Paid Service. It has been collectively developed by Cabinet Members, Corporate Management Team (CMT) and services across the Council.

It sets out critical activity for the council and ensures the right activity is focused through our governance arrangements. Elected Members from all political parties will consider the activity within the plan as it proceeds through the Council’s governance and decision making process.

The Strategic Delivery Plan is focused on KCC’s most significant commissioning, service, capital and strategy activities. Our essential, day-to-day service delivery is captured in our [Operating Plans](#) (divisional/service business plans) and the [Budget Book](#). The Strategic Delivery Plan is not an exhaustive ‘A-Z’ guide of everything we do, but it is intended to provide a clear sense of how KCC will respond to changes in our operating environment to deliver significant activity successfully.



The role of the Strategic Delivery Plan (SDP)

The SDP ensures the right activity is delivered at the right time, in the right way.

The Strategic Delivery Plan is not just a document which sits on the shelf – it is a live plan which is monitored each quarter (3 months) to check we are making progress on the important activity across the Council in a timely way. There is also additional assurance on activities, including Integrated Risk and Assurance and Internal Audit, where needed.

The SDP prioritises our focus on activities which:

- Support the delivery of political ambitions, outcomes and objectives in KCC's 5 Year Plan
- Are business critical
- Are high risk, value and complexity

It includes significant activities such as:

- Commissioning of infrastructure (e.g. highways, property, ICT systems) and people services (e.g. children's, adults and public health services)
- Significant service activity (e.g. transformational changes in service delivery and business change projects)
- Capital delivery (e.g. delivering new education, property and community assets in our capital programme)
- Strategy and policy development (e.g. new strategies, responding to changes in national policy and lobbying)

Our staff

The Strategic Delivery Plan cannot be delivered without the hard work and contribution of our staff. Lead officers are responsible for making sure each activity is delivered effectively. The detail of how and when activity in the Strategic Delivery Plan will be achieved sits in underpinning documents, such as business cases and programme/project plans.

The role of Chief Officers (Corporate Management Team)

The responsibility for successfully delivering SDP activities sits with Corporate Management Team (CMT). They ensure the right resources and capacity are in place to support timely delivery. CMT also consider activities that involve significant organisational change, so they can consider the impact and opportunities for the council. Corporate Directors are responsible for taking management action to deliver activities in the Strategic Delivery Plan and the Operating Plans within their Directorate.

The role of the Executive (Cabinet Members)

The Executive (Cabinet Members) have responsibility for the business planning framework for the Council. Cabinet Members determine the right SDP activities to deliver political ambitions and objectives in the 5 Year Plan. They have oversight of progress on the SDP, working closely with officers to ensure there are clear objectives, targets and timescales for delivery for activities within their portfolio responsibility.

The role of Elected Members

Elected Members play an important role in considering individual activities within the Strategic Delivery Plan through the governance and decision making arrangements for the Council. This supports Members in their role of monitoring the effectiveness of service delivery and the appropriateness of policy across the County, for the benefit of Kent's residents and taxpayers.

Members work with officers to provide input and advice through the informal governance arrangements, Select Committees and contribute to other task and finish groups to shape policy and provide oversight of delivery, for example examining contract management arrangements.



The Strategic Delivery Plan sets out the detail of how we will contribute to the delivery of the outcomes and objectives in KCC's new 5 Year Plan 'Kent's Future, Our Priority'.

This means we need the right activities to make progress on delivering better outcomes for Kent's residents, businesses and communities, working effectively together across the council and with our partners. The SDP also sets out what we will do to change the way we work to become a more modern, effective, and efficient council, delivering better value for money for Kent's Council Tax payers.

The Strategic Delivery Plan is set out in the following chapters, to show how we will deliver each outcome.

'Kent's Future, Our Priority' 5 Year Plan Outcomes						
Enterprise and investment	Securing sustainable infrastructure	Connected transport and communities	A cleaner and greener Kent	Stronger and safer Kent communities	Opportunities for children and young people	Quality health, care and support
Stronger and safer Kent communities	Opportunities for children and young people	Quality health, care and support	Modernising the council			

The seven outcomes focus on how we will improve the quality of life for Kent's residents, businesses and communities. These activities are essential for frontline service delivery with collaboration across service directorates.

The 'Modernising the council' section focuses on business critical activities which will transform our property, technology, resident engagement, workforce and ensure sustainable funding. These activities are essential for strategic and corporate services and often require a cross-cutting approach across the council.



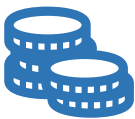
The significant activity in the plan is influenced by our wider operating environment. These medium-term opportunities and challenges have an impact on what we need to deliver to ensure services remain fit for the future.

We need to successfully respond to changing demands, pressures and expectations in public service delivery. This requires informed risk management and financial planning, new technology solutions and business change.

There is further detail on Kent's strengths and challenges in the 5 Year Plan. The council's [strategies and policies](#) set out KCC's strategic context in depth.



A new national policy direction: Following the General Election in December 2019, the Conservative Government has been returned with a stable majority and set a new programme for Government over the next 5 years, including the UK's exit from the European Union. They have set out major policy challenges including reforming social care, speeding up digital connectivity, investment in infrastructure and 'levelling up' opportunities for communities across the UK. The Government has also indicated they could reform public services and devolve more powers locally. We need to be ready to influence and stand up for Kent's interests and take advantage of new funding opportunities to ensure not only the Midlands and the North benefit, but communities across the whole of Kent.



The financial outlook for local government: The financial outlook for local government remains challenging, with growing demand for services set against reductions in local government grant funding, core spending power and workforce pressures. However, after years of careful budget management, in 2020-21 there was some additionality in the budget to prioritise on delivering better outcomes. We will need to consider how significant funding reforms will impact the council. This includes examining the detail of Spending Review expected in 2020-21, Fair Funding and Business Rate Reform. This will all impact how we manage the budget and affect Council Tax and spending priority decisions. We know there are still major demand and demographic pressures on social care and children's services and areas of significant financial risk such as high needs funding, borrowing costs linked to capital investment and sufficient funding required for basic need school accommodation. This will need continued strong financial management and sustainable medium term budget solutions.



Demographic change: By 2025, there will be 1.68 million people living in Kent. From 2020 to 2025 this is a population increase of 86,300 people (5.4% increase). Whilst the working age population (18-65 year olds) is only increasing by 3.8%, our ageing population (65-90+ year olds) is increasing by 11.1%. This means we need to think about how our infrastructure not only supports a bigger population but a population with changing needs. For example, the right community services as people live longer with more complex needs, more adults with disabilities need ongoing social care support and demand for services for children with Special Educational Needs and Disabilities increases.



Infrastructure first: A growing county needs sustainable and well-maintained infrastructure. Essential community infrastructure such as roads, schools, health and care and community facilities need to be ready to support future housing growth. We want to create a 10 year capital programme to develop and deliver priority infrastructure projects, making investments which present good value for money. Resource pressures will necessitate the need to participate in increasingly competitive bidding for external funding and investment, so we need to work with our partners to stand up for Kent's interests and secure sufficient Government funding for sustainable infrastructure.



Collaboration with partners: Achieving better outcomes cannot be achieved working in isolation. Many of the activities within the Strategic Delivery Plan are not purely in KCC's control and require effective working with our partners to be delivered successfully. Quality public services require collaboration and integration between partners, working across the public, private and voluntary and community and social enterprise sector. We are building strong, valued relationships to develop new operating models and tackle whole system challenges. We stand up for Kent's interests nationally and regionally through proactive partnerships and joint lobbying.



Kent's distinctiveness: Kent is a unique county, with its distinctive geography spanning from the North Downs to the East Coast; rural countryside in the Weald to the urban areas of North Kent; traditional market towns and villages to planned garden communities at Otterpool and Ebbsfleet. Kent is shaped by its peninsular geography bordering all the opportunities – and challenges - of London and Europe. One size does not fit all and we need solutions which meet the diverse needs of communities across Kent, including regeneration of urban towns and high streets, transforming coastal communities and reimagining the potential of rural areas. KCC has a convening role to play in place shaping to work with and influence others to maximise economic prosperity and opportunity across the county.



Responding to the climate emergency: The momentum on the climate change means residents now expect action on environmental issues, including climate resilience and adaptation, air quality, renewable energy and plastics. We have a three-fold role to play: direct action within our own estate and operations to meet the long term net zero carbon targets, influence with partners and providers to promote sustainable transport, infrastructure and development and a community leadership role to work with residents, partners and communities on climate action and resilience.



Changes in mobile and digital technology: Digital and mobile technology continues to evolve and transform the way we live and work. We need to commit to supporting innovation and research that will empower and connect communities and increase productivity. Technology also has powerful potential to radically change the way we work within Kent County Council to become a more modern, efficient council.



Prevention: We know that our residents and staff highly value preventative services, which bring together all the outcomes which underpin a good quality of life for children, families, vulnerable adults and older people. We work closely with our partners to enable people to get the right support they need to improve their independence, outcomes and life chances. We are re-shaping services by listening to our residents, learning from what works both locally and nationally and raising the visibility of the work we do every day in communities across Kent, so people know we are here to help.



Connected communities: Accessible, inclusive public services that meet people's needs and the way they lead their lives are essential to quality of life. We need better public transport and digital infrastructure so people can travel to health and care services, access skills and employment opportunities and young people can more easily access activities they enjoy. Connected communities is all about opportunities to bring people together, including from different ages, backgrounds, faiths and places and create a consistently accessible offer of services across the county. We need to support thriving communities, where people to feel included and connected.

Outcome 1: Enterprise and investment



Kent is ambitious and successful county, with high quality jobs, skilled workers, enterprising businesses and thriving urban and rural areas.



Skills and productivity: Kent experiences challenges of low skills and productivity, in comparison to other areas in the South East. Kent's proximity to London and peninsular geography creates opportunities but also means economic challenges associated with peripherality. We want to accelerate business growth across all of Kent, particularly in deprived communities. There is a need to improve skill levels at all ages across the county. Our forthcoming Enterprise and Productivity Strategy and All Age Skills Strategy will create the right conditions for a higher skill economy in Kent.



Digital connectivity: We want to respond to the Government's fast-paced shift towards universal connectivity by securing the maximum investment in Kent's future digital infrastructure. Our Kent Broadband Programme has already brought faster broadband to over 138,000 Kent homes and businesses who would have otherwise been left with no, or slow, broadband. Further accelerating the implementation and adoption of superfast broadband and future mobile technology will promote innovation, productivity and digital inclusion for everyone.



High quality growth: We want to make Kent a great place to work, live and invest, with the right mix of housing, infrastructure and jobs to support high quality growth. This is important right across the county, but particularly in new areas of growth in the Thames Estuary and the creation of new Garden Communities and Towns. Our economic development and infrastructure responsibilities mean we recognise the need for well-designed communities that are supported with sufficient investment to meet the unique needs and issues in different areas across Kent.



UK's exit from the European Union: Following the UK's exit from the European Union, KCC is continuing to work with national, regional and local partners to prepare for the short term implementation period and look ahead to the longer term policy response. This will mean moving from a focus on short term highways, trading standards, business support and resilience preparations, to longer term engagement on key issues for Kent such as smart borders, a sustainable lorry parking solution, continued international co-operation and securing a fair share of the future UK Shared Prosperity Fund.

This is a list of the significant activity within Outcome 1, with a summary of what needs to be delivered.

No.	Activity Title	Headline Summary
1.	Development of the 2050 Kent and Medway Enterprise and Productivity Strategy	The 2050 Kent and Medway Enterprise and Productivity Strategy is being developed to provide a collective response to the county's skills and productivity challenges. The strategy will support the emerging South East Local Enterprise Partnership's (SELEP) Local Industrial Strategy and establish how we will work with partners to achieve long term ambitions.
2.	Development and delivery of an All Age Skills Strategy, including apprenticeships and vocational education and training	Kent County Council will develop and deliver an All Age Skills Strategy that encompasses education and training from secondary school through to adult skills training. The strategy will focus on improving the skills of young people entering Kent's workforce, raising the skill level of the existing workforce or unemployed through upskilling, and retaining and attracting higher skilled individuals by making Kent an attractive place to live and work. This is a cross-cutting strategy, which will align with the Enterprise and Productivity Strategy and the Post 16 Education Review.

No.	Activity Title	Headline Summary
3.	Delivering the Kent Broadband Programme and responding to the Government's policy changes on digital connectivity	The Kent Broadband Programme seeks to improve connectivity in areas with no or slow broadband, particularly in rural areas. The successful programme delivery will now focus on extending the current Broadband Delivery UK contract in fibre-to-the-premise coverage, delivering a 'Kent Voucher Scheme' and developing a Digital Infrastructure Plan to identify Kent's future digital connectivity needs.
4.	High quality growth across the county	Corporate Management Team have identified a strategic theme to bring together 3 significant activities to promote high quality growth across Kent.
4a.	Promoting investment and high quality growth in the Thames Estuary	A new Thames Estuary Envoy and Growth Board has been established to bring renewed Government commitment and investment to the Thames Estuary. We will work to shape new strategic arrangements and develop links with Government to release investment into priority projects including the Crossrail to Ebbsfleet extension and the Thames Estuary Production Corridor, while promoting the area for "good growth", balancing high quality jobs, homes and the environment.
4b.	Positively influence the successful planned delivery of Garden Communities across Kent	In Kent there are several major projects included on the Government's Garden Communities Programme, supporting the national growth ambition to deliver an average 300,000 new homes per year, through well-planned and designed, locally led garden communities. The projects are in districts across the county and include Ebbsfleet Garden City, Otterpool Park and South of Ashford. Kent County Council will work collaboratively with the relevant district council as the local planning authority, landowners and Homes England, as the Government's 'housing accelerator' in order to positively influence the delivery of the development projects.
4c.	Establish a Kent High Street Commission, working with businesses, district and borough councils	We want to work with partners to create a vibrant future for Kent's urban environments, with a compelling vision for the future of our town centres and high streets to respond to the challenge of online retail. We will work together with businesses, district and borough councils to establish a Kent High Street Commission to progress action and attract funding to transform the look and feel of Kent's town centres and high streets.
5.	Kent County Council short and long term response to the UK leaving the European Union	Corporate Management Team have identified a strategic theme to bring together 2 significant activities on the UK leaving the European Union
5a.	Managing the short term response to and the impact of the transition period following the UK's exit from the European Union (pg.24)	Kent County Council continues to work with partners to prepare to manage the short term response to and impact of the transition period following the UK's exit from the EU in January 2020. This short term response includes the Kent highways response, Trading Standard's management of changes to import controls, business advice and resilience planning.
5b.	Long term policy response following the UK's exit from the European Union (pg.26)	Kent County Council continues to work with partners to develop the longer term policy response following the UK's exit from the European Union. We will work with partners to prepare for opportunities and potential longer term transport, trade, funding and international collaboration impacts in Kent. The initial activity will include a policy response scoping paper to outline potential opportunities, issues and workstreams for issues such as Smart Borders, a sustainable Lorry Parking solution and the UK Shared Prosperity Fund.

Outcome 2: Securing sustainable infrastructure



Kent communities have the right infrastructure at the right time as the county grows, including roads, school places, broadband and utilities



Infrastructure and housing growth in Kent: It is vital that we work collaboratively and constructively with our district and borough council partners to help secure the right infrastructure for a growing county that takes account of the needs of local communities. Kent and Medway were the first multi-tier area nationally to agree a joint Growth and Infrastructure Framework, which has supported us in taking a more strategic view of Kent’s planning and infrastructure needs and underpinned a single, collaborative dialogue with Government. Kent and Medway Leaders and Chief Executives have agreed to come together to pursue a potential ‘Infrastructure Proposition’ with the Government.



Kent County Council’s 10 year Capital Programme: Delivery of the Council’s Capital Programme is essential to fulfil our statutory duties to ensure we have adequate assets in place to support Kent residents, businesses and communities. The programme includes the delivery of the Kent Commissioning Plan for Education Provision which ensures there are enough good school places for every child who needs one and the Highways Capital Programme which focusses on the improvement of Kent’s highway network. The capital programme is large scale, critical to service delivery and has significant implications for the Council’s revenue budget, so it is essential it is delivered effectively.



Well-designed communities: We want to support the creation of vibrant, well-designed communities and homes that people are proud to live in. Refreshing the Kent Design Guide will help to ensure this as it promotes the development of housing that is resource efficient, supports net zero emissions, protects biodiversity and creates quality green spaces in new developments. We will work together to ensure development preserves the character of the surrounding natural environment and safeguards the distinctive characteristics of Kent. We will also work with Local Planning Authorities to maximise developer contributions across Kent’s new and existing communities, so all residents benefit from enhanced community facilities.

This is a list of the significant activity within Outcome 2, with a summary of what needs to be delivered.

No.	Activity Title	Headline Summary
6.	Working with partners to develop an Infrastructure Proposition to Government	Partners in Kent and Medway have been working together to develop an Infrastructure Proposition to Government to seek infrastructure investment alongside planning flexibilities and freedoms to accelerate the delivery of planned housing growth in Kent and Medway. This supports the refresh of the Kent and Medway Growth and Infrastructure Framework.
7.	Refreshing the Kent and Medway Growth and Infrastructure Framework through an online Kent and Medway Infrastructure Mapping Platform	The Kent and Medway Growth and Infrastructure Framework (GIF) is a shared evidence base for partners to understand infrastructure and growth pressures and funding gaps. The evidence base will be refreshed using an online spatial data platform to bring together demographic data and infrastructure projects, model and map the infrastructure required to account for planned growth. This county-wide picture will support shared lobbying, shape policy and influence change in strategic planning.
8.	Kent County Council’s 10 year capital strategy and programme	Corporate Management Team have identified a strategic theme to bring together 4 significant activities on capital delivery.

No.	Activity Title	Headline Summary
8a.	Implementing a 10 year capital strategy and programme	Kent County Council is reviewing the existing 3 year capital programme to move to a 10 year capital strategy and programme, which will to help to better phase the planning, development delivery and funding of critical capital programmes and projects. A longer term strategy aims to reduce borrowing, maximise external funding and prioritise investment. It will help to better plan and evaluate capital project delivery.
8b.	Delivering the Council's Infrastructure Capital Delivery Programme	A critical element of council's capital programme is the Infrastructure Capital Delivery Programme, which involves the delivery of capital programmes and projects which support frontline service delivery and statutory duties and create, modernise and maintain our property assets across the county. The programme involves 613 individual programmes and projects owned or commissioned by the Infrastructure division.
8c.	Delivering and funding the Kent Commissioning Plan for Education Provision 2020-2024, including the Basic Need programme	The Kent Commissioning Plan for Education Provision is a rolling commissioning plan which is updated annually using the latest demographic information to ensure there are enough good school places for every child who needs one. The plan is critical to determine and secure the right Government funding and capital investment to increase the capacity of Kent's schools through capital delivery, including the Basic Need programme and ensuring school buildings are kept safe, warm and dry.
8d.	Delivering Road Improvement Schemes and developing our future Highways Capital Programme	The Highway Major Enhancement Capital Programme is a significant part of the Council's overall Capital Programme, comprising of 16 schemes to maintain and improve Kent's roads. It focuses on highways improvements which are critical for safe journeys for Kent residents and supports transport connectivity across the county which is vital for Kent's economy. This activity prepares the Council to exploit opportunities to further increase the programme and successful secure external funding for essential transport infrastructure.
9.	Working with partners to create well-designed communities	Corporate Management Team have identified a strategic theme to bring together 2 significant activities on developer contributions and quality design.
9a.	Reviewing Section 106/Community Infrastructure Levy (CIL) to ensure opportunities for capital investment in key services are maximised	Kent County Council seeks to work closely with partners to maximise opportunities to secure Development Contributions from Section 106 (S106) and the Community Infrastructure Levy (CIL) for appropriate community infrastructure investment which will benefit existing and new Kent communities. The Development Contributions Guide is being refreshed, working collaboratively with partners, to optimise investment, consider the financial impact on the council and will set out updated developer contribution methodologies.
9b.	Refreshing the Kent Design Guide	The Kent Design Guide aims to improve quality design of places and reinforce Kent's distinctive character. High quality, sustainable design is important in climate adaptation and resilience and to design in safety and wellbeing for new communities. The Kent Design Guide is used by local planning authorities as a Supplementary Planning Document for Local Plans. The existing guide was produced in 2005 and is being refreshed, working with partners, to support National Design Guidance. The new guide will be a flexible, web-based product which is based around 10 characteristics of good design, with supporting design case studies.

Outcome 3: Connected transport and communities



Quality roads and pavements, better public transport and alternatives to car travel help people to travel easily and safely around Kent



Kent's resilient highway network: The quality and condition of our 5,400 miles of highways and 4,000 miles of footpaths is vital to our residents' safety and daily life, impacting people's everyday journeys and the accessibility of health, education and employment opportunities. We have already secured significant investment in Kent's highways, leveraging Government funding for highways improvements and delivering our potholes and carriageway patching programme. Delivering an Investment Strategy and Improvement Action Plan for highway maintenance aims to ensure a safer, more sustainable and more resilient highway network in Kent. It will help to make money go further by prioritising and targeting the areas that need it most, whilst responding to the ongoing challenge of investing in maintaining the overall condition of our highways and drainage across Kent.



The importance of buses: Access to affordable, reliable and frequent bus transport is vitally important in people's daily lives. We understand how important bus travel is especially for young people, older people and people with disabilities. We will work with partners to develop a Kent bus strategy to set out a 15 year road map for improving bus services in the county. This will identify the right bus solutions to tackle isolation and lack of connectivity in rural areas and encourage modal shift to bus travel in urban areas. This will help to address the congestion challenge, examine how the Kent bus fleet can be taken to zero emissions and help us create innovative changes in services to support a greater shift to bus travel.



Rail action: We will work with our regional partners to improve the capacity and frequency of rail services, to ease traffic congestion and support easier access to employment opportunities. We already have a strong shared voice on rail transport through working closely with our partners and we want to be ready to stand up together to secure further improvements for rail travel in Kent. The development of a new Rail Action Plan for Kent 2021 will help to ensure KCC is best placed to influence the new South Eastern franchise or concession (expected 2021 or 2022), infrastructure enhancements across the county and service enhancements.



Integrated transport: Integrated travel is founded on quick, reliable travel connections, which allow people to make their daily journeys for work, leisure and appointments as easily as possible. We want to improve transport connections to Kent rail stations, with connections that are flexible enough to meet the needs of rail users. The delivery of Thanet Parkway Railway Station aims to improve rail connectivity and build on journey time improvements to London from East Kent, enhance employment opportunities and increase investment in East Kent, including the Discovery Park Enterprise Zone and business parks.

This is a list of the significant activity within Outcome 3, with a summary of what needs to be delivered.

No.	Activity Title	Headline Summary
10.	Delivering an investment strategy and improvement action plan for highway maintenance to ensure a safer, more sustainable and more resilient highway network	Highway maintenance is important to ensure a safer, more sustainable and more resilient highways network. The delivery of the Investment strategy and improvement action plan will bring together a number of related workstreams to develop KCC's approach to highways asset management. This will include improving informed data-based decisions and the efficiency of investment delivery. The project will focus on both the short-term actions required and the longer-term (5 to 10 year) direction.

No.	Activity Title	Headline Summary
11.	Develop a Kent bus strategy (2021-2030) to work with partners to improve bus services	Bus transport is a vitally important part of public transport for Kent residents, who want quality, timely and affordable bus services, which connect communities. We will work with key stakeholders to develop a long term Kent Bus Strategy which seeks to improve bus services and the quality and provision of bus travel across the Kent. The strategy will set out the role KCC will play and how we will work together with partners to achieve better services for Kent residents.
12.	Development of a new Rail Action Plan for Kent 2021	Quality, well-connected rail services are important for Kent residents, especially given our proximity to London and part of a wider approach for integrated travel. Kent County Council is updating the Rail Action Plan for Kent to reflect changes in rail policy and ensure KCC is best placed to influence the new South Eastern franchise or concession (expected 2021 or 2022), infrastructure enhancements across the county and service enhancements. The new Rail Action Plan will also support engagement with the emerging sub-national transport body, Transport for the South East.
13.	Delivery of Thanet Parkway Railway Station	The Thanet Parkway Railway Station aims to improve rail connectivity and build on journey time improvements to London from East Kent, enhance employment opportunities and increase investment in East Kent, including the Discovery Park Enterprise Zone and business parks. In January 2020, KCC's Cabinet agreed to provide up to £17.8m for the £34.5m scheme, with £14m being provided from the Local Growth Fund from the South East Local Enterprise Partnership. Detailed project design and implementation will now progress, subject to planning approval.

Outcome 4: A cleaner and greener Kent



Kent's residents can take pride in their public spaces. The natural environment that makes Kent so special is protected and we are leading climate action



Investing in waste management: We work in partnership with the 12 district and borough councils in Kent to find the most sustainable solution to dispose of Kent's household waste. We are committed to responsible waste management and waste reduction, with 99% of Kent's waste already recycled or recovered for energy. The Waste Management Programme aims to deliver a series of short, medium and long term waste projects and infrastructure commissioning activities to help us to meet our statutory obligations and put in place the necessary waste infrastructure and sustainable services to support housing and population growth in Kent.



Climate adaptation and resilience: We have a community leadership role in the delivery of the Kent Environment Strategy to take direct and partnership action to address environmental challenges and opportunities. Our focus is on mitigating and adapting to climate change by delivering clean and resilient growth, generating renewable energy and taking action to achieve net zero carbon emissions by 2050. We are progressing action through key strategies and plans which support the delivery of the Kent Environment Strategy. These include the Energy and Low Emissions Strategy and Climate Emergency and Net Zero Plan which will help to achieve lower emissions and improve air quality through investment in mitigation and renewable energy sources. The Kent and Medway Climate Change Risk and Impact Assessment and Adaptation Plan aims to improve climate change resilience and the Low Carbon Kent and the Low Carbon Across the South East (LoCASE) programmes will help businesses respond to the climate emergency.



Climate action within KCC: We are taking action in our own estate and operations in relation to environmental impact. Delivering the Environmental Initiatives Delivery Plan aims to reduce environmental impact of KCC's estate. We have already achieved our five-year target to reduce emissions from our properties and services two years early, we are now exploring how we can go further on climate adaptation for our own property estate, including the potential of new technology for smart assets to improve the efficiency of our buildings.

This is a list of the significant activity within Outcome 4, with a summary of what needs to be delivered.

No.	Activity Title	Headline Summary
14.	Delivering the Waste Management Programme	The Waste Programme aims to deliver a series of eight short, medium and long term waste projects and infrastructure commissioning activities, which are now into implementation. These projects help to meet our statutory obligations and put in place the necessary waste infrastructure and sustainable services to support housing and population growth in Kent. Sustainable local waste services are required to help deliver the Government's national resource and waste strategy.
15.	Development and delivery of an Energy Low Emissions Strategy, Climate Emergency and Net Zero Plan and Programme for KCC and Kent	A key aspect of delivering the Kent Environment Strategy is to develop effective climate mitigation strategies and plans. This activity relates to the delivery of the Kent and Medway Energy and Low Emissions Strategy, which is an important partnership strategy to respond to the climate emergency, lower emissions and improve air quality. Related to this is the development and delivery of the Net Zero and Climate Emergency Plan and Programme which will come under the Energy and Low Emissions Strategy Framework, involving investment in mitigation and renewable energy across Kent and within KCC.

No.	Activity Title	Headline Summary
16.	Development and delivery of the Kent and Medway Climate Change Risk and Impact Assessment and the Adaptation Plan	A key aspect of delivering the Kent Environment Strategy is to develop effective climate adaptation. This activity relates to the development and delivery of a climate change resilience and adaptation plan based on a risk and impact assessment undertaken in 2019-20, in response to the Climate Emergency Motion agreed by County Council in May 2019. This is a key element of Kent, Medway and Kent County Council's response to the climate emergency and will include KCC, Kent and Medway wide actions.
17.	Development and delivery of Low Carbon Kent and the Low Carbon Across the South East (LoCASE) Programme	A key aspect of delivering the Kent Environment Strategy is to develop effective climate adaptation and mitigation. This activity relates to the development and delivery of the Low Carbon Kent and LOCASE sector based business support programme. The programme aims to aid businesses and Kent County Council's supply chain to respond to the net zero and climate emergency and to support small and medium sized enterprises in Kent and Medway to take advantage of the significant opportunities it presents.
18.	Delivering the Environmental Initiatives Delivery Plan in order to reduce environmental impact of KCC's estate and the environment's impact on the estate	The Property Asset Management Strategy sets out how we will create a sustainable, effective, efficient property estate. We will deliver KCC's Environmental Initiatives Delivery Plan in order to reduce the environmental impacts of KCC estate and take direct action on the climate emergency within our own properties and operations. This will include the development of Environmental Management Standards, improving decision making in relation to existing and new assets to be environmentally conscious and a commitment to encourage good environmental behaviours.

Outcome 5: Stronger and safer Kent communities



Kent's communities bring people together, so they feel involved and supported. Kent is a place where people feel and stay safe



Supporting Kent's rural communities: Our rural communities are an intrinsic part of Kent's identity. We are determined to protect and defend our unique 'Garden of England' heritage whilst actively promoting the regeneration and vitality of our rural areas. We want to maximise investment in digital connectivity to unlock the potential of rural businesses and encourage rural community action and entrepreneurship so communities can create solutions to meet their needs. A Rural Strategy will be developed to maximise strategic investment for Kent's rural areas and ensure rural issues are mainstreamed within policy and programme delivery across Kent. It will focus on supporting growth in the rural economy in addition to wider objectives including sustainable rural communities, accessible public services and enhancing Kent's rural environment.



Supporting a strong civil society: Strong communities are essential foundations of quality of life, important for people to feel connected to the place they live in and feel safe in their local area. We want everyone to live in a community that they feel part of, where people work together to solve problems and play their part in supporting their community. Delivering the Social Isolation and Loneliness Select Committee Action Plan will help to ensure there are adequate services in place to improve lives of residents of all ages who may be isolated in Kent communities. The new Civil Society Strategy will help to build relationships with the voluntary, community and social enterprise sector (VCSE) and enable us to provide support through blended funding opportunities, business advice and networking.



Feeling safe: We have statutory duties to safeguard the vulnerable and reduce crime and disorder, working with our partners at countywide, community and neighbourhood levels to help people feel secure and safe. Our partnership efforts are focused on reducing crime and anti-social behaviour, safeguarding, substance misuse, domestic abuse, road safety, suicide prevention and developing community resilience. We understand the importance of a visible presence to help people feel safe in their communities, so we are investing in expanding the capacity of our Community Wardens and volunteer warden schemes. Community Wardens play a vital role promoting community cohesion and preventing people from feeling lonely and isolated.

This is a list of the significant activity within Outcome 5, with a summary of what needs to be delivered.

No.	Activity Title	Headline Summary
19.	Development of a rural strategy for Kent that embraces community and economic development	Kent County Council is renewing its focus on the benefits and challenges of rural life. Kent's 'Garden of England' identity is now being reimagined in new forms and we want to celebrate the success of innovative rural industries and address the distinctive challenges that rural communities face, including connected transport, services and digital infrastructure. A Rural Strategy will be developed to maximise strategic investment for Kent's rural areas and ensure rural issues are mainstreamed within policy and programme delivery across Kent. It will focus on supporting growth in the rural economy in addition to wider objectives are sustainable rural communities, accessible public services and enhancing Kent's rural environment.
20.	Promoting a strong civil society and tackling social isolation	Corporate Management Team have identified a strategic theme to bring together 2 significant activities on promoting a strong civil society and tackling isolation.
20a.	Delivering the Civil Society Strategy, including developing infrastructure	The new Civil Society Strategy will replace the Voluntary and Community sector (VCS) policy, reflecting a changed policy landscape

No.	Activity Title	Headline Summary
	support to Voluntary, Community and Social Enterprise Sector (VCSE)	and relationship with the voluntary, community and social enterprise sector (VCSE). New arrangements will be developed to provide infrastructure support for the sector, including blended funding opportunities, business support, networking and work to tackle social isolation and loneliness. The strategy delivery will have additional investment over the next 3 years to support the brilliant work community groups, charities and social enterprises do to connect people together and do good in their local area.
20b.	Delivering the Social Isolation and Loneliness Select Committee Action Plan	A Select Committee on Loneliness and Social Isolation was established in July 2018 and the final report and recommendations were agreed at County Council in March 2019. A cross-directorate action plan is being developed to deliver and respond to the eleven recommendations, to ensure there are adequate services and support in place to improve lives of residents of all ages who may be isolated in Kent communities, particularly older people. This supports our work on connected communities and the delivery of the Civil Society Strategy.
21.	Delivering the multi-agency Domestic Abuse Strategy and responding to new responsibilities in the Domestic Abuse Bill	As part of KCC's response to the Domestic Abuse Bill, which introduced new duties for upper-tier local authorities, the Kent and Medway Domestic Abuse Strategy was developed with partners. The strategy identified the need for a more robust evidence base to ensure that public sector partners focus on activity that is most effective in supporting those impacted by domestic abuse and preventing future abuse. This will be achieved by a Strategic Assessment of domestic abuse across Kent, which will be progressed by KCC, Kent Police and other relevant partners. Within KCC, the strategic needs assessment will be a cross-cutting piece of work with input from multiple departments.
22.	Enhancing and expanding the Kent Community Warden Service, including numbers of volunteers and apprentices on the Kent Community Warden Scheme	The Kent Community Warden Service has a broad remit which includes preventing crime, supporting vulnerable residents, tackling social isolation and leading community development activities. KCC is investing in enhancing the capacity of the service to enhance and increase overall impact in all of these areas. This will begin with a review of the role of a Community Warden, focussing on issues of recruitment and retention with a view of increasing numbers of Community Wardens (both employed and voluntary) to meet growing demand.
23.	Delivering the recommendations made by the Kent County Council Knife Crime Select Committee	A Knife Crime Select Committee was convened to examine the reasons behind the recent increases in knife crime offences in Kent, to consider current initiatives in Kent focused on addressing knife crime and to identify opportunities for Kent County Council to help reduce knife crime in Kent. The Select Committee published a report of their findings in October 2019 which included seven recommendations, two of which have now been actioned and the other five are being taken forward by Children, Young People and Education services and Trading Standards. Many of the recommendations require partnership and collaborative working not only across KCC but also with Government, public services, schools and communities in order to effectively reduce incidence and impact of knife crime in Kent.

Outcome 6: Opportunities for children and young people



Kent's children have the best start in life and families get the right help and support when they need it. Every young person in Kent gets the education, skills and experiences they need for a successful future



Special Educational Needs and Disability (SEND): We are committed to working in partnership to make the necessary improvements for children and young people with SEND and their families. Following the Ofsted and Care Quality Commission inspection, The Written Statement of Action Plan will progress rapid improvements and design better, more inclusive services to improve the quality of services for children and young people with SEND.



Support for vulnerable young people: Our role is to champion children, young people, parents and families. We want to improve life chances and close the achievement gap for vulnerable young people. We are putting in place targeted support for vulnerable learners and adolescents, including care leavers. We need to provide the right wrap-around support within the education and children's services system and quality accommodation to meet young peoples' needs.



Change for Kent Children: Our Change for Kent Children programme joins up services to bring together one highly effective offer of early help and statutory social work. The focus is on prevention, which is vital to improve outcomes, support family resilience and avoid issues escalating to the point where people need more complex interventions. We are also progressing improvements in the quality of practice in services for disabled children and young people and those with SEND.



Our youth offer: We want to enable an ambitious youth offer that is accessible for all young people, but also targets resources for young people who need it most. We already support open access youth services, street-based youth work and district early help hubs, which are available for all young people across Kent. We want to better enable community led activities and explore how best to further develop in the youth offer at a countywide and local level.

This is a list of the significant activity within Outcome 6, with a summary of what needs to be delivered.

No.	Activity Title	Headline Summary
24.	Implementing the Kent Special Educational Needs and Disabilities (SEND) Written Statement of Action Plan	We are committed to working in partnership to make the necessary improvements for children and young people with special educational needs and disabilities (SEND) and their families. Following the result of our Ofsted and Care Quality Commission (CQC) inspection in 2019, we are focusing on designing better, more inclusive services to improve the quality of services for children and young people with SEND. The Written Statement of Action is a detailed action plan to deliver improvements in services and outcomes for children and young people with SEND, their carers and families. This will deliver the necessary service and practice improvements identified in the joint inspection and is supported by investment from KCC and health.
25.	Improving support to close the achievement gap in outcomes for Vulnerable Learners through developing targeted service initiatives	Kent County Council works in partnership with schools to improve outcomes, narrow achievement gaps and promote greater social mobility for vulnerable and disadvantaged children and young people. We are working in partnership to deliver more targeted service initiatives to improve life chances and close the achievement gap for vulnerable learners, working. This includes specific service activity on elective home education, stronger links between education and employment for young people aged 14-19, including those with evidence special educational needs and disabilities, and work with Alternative Provision settings.

No.	Activity Title	Headline Summary
26.	Recommissioning the Early Help Children and Young People's Offer within Kent	Early help services are important to support children, young people and families with preventative approaches, so they get the support they need at the right time, in the right place. Kent County Council will recommission a range of early help Services to ensure service provision meets identified need, is outcome focused and supports the integration of children's services. The early help services in scope include the Family Support Service, Young Carers service, NEET Service and the Children and Young Person's Mental Health Service. The recommissioning will also link with other relevant programmes, such as the Change for Kent Children programme and the Special Education Needs and Disability (SEND) Written Statement of Action activities.
27.	Delivering Phase 2 of the Change for Kent Children Programme	The Change for Kent Children (CfKC) programme aims to improve the outcomes and the life chances of the children and young people of Kent. Following the successful delivery of Phase 1 which focused on the integration of Early Help and Specialist Children's Services, the delivery of Phase 2 of the programme is underway to implement specific workstreams, including a specialist Adolescent Service and a new integrated practice model. The workstreams are focused on improving service quality, practice improvements and targeted support for vulnerable adolescents and children and young people with disabilities and Special Educational Needs and Disability.
28.	Delivering the redesign of the Disabled Children and Young People's Service (0-25)	The redesign of the Disabled Children and Young People Service is part of the Change for Kent Children programme. It aims to increase the range and quality of opportunities to build resilience and improve outcomes for all disabled children and young people aged 0-25 across Kent. It covers specific workstreams, which will be co-designed with young people and their families to improve practice and provision, including transition pathways from school/college and Liberty Protection Safeguards.
29.	Delivering the Accommodation Sufficiency Programme	Kent County Council has a statutory duty for accommodation sufficiency for Children in Care and Care leavers. The delivery of KCC's Accommodation Sufficiency Strategy for Children in Care and Care Leavers, includes fostering, residential and semi-independent accommodation. A transformation accommodation support programme is now in place to deliver the aims of the strategy and this will drive better value and improved outcomes for the most vulnerable children in Kent. This involves reshaping our relationship with the market, improving our contracting, analysis and planning and considering the right options for internal provision.
30.	Developing a new model for the provision of residential care for vulnerable adolescents	Some vulnerable, at risk young people are not able to live in their own families or in foster care and for a period of time require a placement in residential care. We currently spot purchase this from the independent sector on a case by case basis. This activity will explore the use of the council's current property portfolio to commission a provider of residential care for vulnerable adolescents to replace spot purchasing. The new service model will support the council's ambitions for Kent's children and young people, improve the quality of care, and deliver at the right cost.
31.	Developing Kent County Council's Youth Offer	Kent County Council is committed to ensuring that there is a wide range of youth service provision for young people across the county and works closely within KCC and with partners in each of the 12 districts to ensure that this offer is delivered and meets the needs of young people in Kent. The new KCC 5 Year Plan presents an opportunity to be creative and innovative in how we consider future options to develop the youth offer to improve opportunities for children and young people across the county.

Outcome 7: Quality health, care and support



Kent's partners work together to improve everyone's physical and mental health, supporting people to live well with quality local care when they need it



Adult Social Care transformation: The Adult Social Care and Health directorate is transforming to deliver social care outcomes in a more efficient and sustainable way. This involves setting a new strategy to align our future vision and operations with council priorities and developing more effective systems and processes.



Accommodation to meet changing needs: We want to work with the market and partners to ensure that adult social care clients have greater choice and access to quality housing and accommodation choices. This needs to offer a range of Housing with Care options to meet current and future needs, which we've assessed in our Accommodation Strategy and demand forecast.



A partner to an Integrated Care System: KCC is a partner to the developing Kent and Medway Integrated Care System (ICS), supporting the Sustainability and Transformation Partnership's 5 Year Strategic Delivery Plan to transform health and care services. The changing landscape in the health sector means we have an opportunity to provide better and more joined-up services local services.



Market shaping: It is part of our statutory responsibility to provide a sufficient social care market to deliver quality services for local people. We must promote choice through a diverse social care market, working with a range of independent and voluntary, community and social enterprise sector providers. We are delivering market shaping initiatives and undertaking significant adult social care commissioning, including community wellbeing, disability and mental health residential care services.

This is a list of the significant activity within Outcome 7, with a summary of what needs to be delivered.

No.	Activity Title	Headline Summary
32.	Development of a new Adult Social Care and Health Strategy	The current Adult Social Care strategy, 'Your Life Your Wellbeing' ends in March 2021. A new strategy is required which aligns with the KCC's new 5 Year Plan and the evolving Health landscape. The strategy will detail the council's vision and priorities for Adult Social Care and Health from 2021-2024 and set out how they will be delivered, including cross-cutting actions within KCC and with partners. This will drive positive change and transformation of services to improve outcomes for all adult social care client groups.
33.	Delivering the Adult Social Care and Health Accommodation Strategy and demand forecast, including extra care housing	Following the approval of the Adult Social Care and Health Accommodation Strategy in 2019, delivery options for the forecast demand for housing with care shall be developed and implemented for all adult social care client groups. This includes Housing with Care provision and recommissioning of the Older Persons' Residential and Nursing Care contract. This work requires close working with districts and the market to ensure that the current and future needs of the clients eligible for services are met, providing clients with greater choice and access to quality housing and accommodation choices.
34.	Implementing the Adult Social Care and Health whole system programme of change to deliver social care outcomes in a more efficient and sustainable way	Social care and health services across Kent face significant challenges as the population is living longer and with more complex needs, increasing demand on the health and care sector. Funding pressures continue to dominate our operating environment, along with increasing expectations in terms of our ability to continue to deliver and improve services. The Adult Social Care and Health Whole System Programme will undertake an assessment to tackle these challenges and identify opportunities to

No.	Activity Title	Headline Summary
		improve productivity and efficiency. This will seek to future proof services facing demand and funding pressures, delivering improvements in outcomes over the next three years through a series of service and capital asset projects.
35.	Kent County Council working as a partner to the Kent and Medway Integrated Care System	The Sustainability and Transformation Partnership (STP) which has led health and social care integration is transforming into an Integrated Care System (ICS). The Adult Social Care and Health directorate (ASCH) has set out its policy, financial, strategic commissioning and service approach as a partner to the emerging Integrated Care System for Kent and Medway. This will influence detailed work at Integrated Care System, Integrated Care Partnership and Primary Care Network level, supporting the new directorate structure and the delivery of Local Care.
36.	Delivering Place Based Health and Prevention projects	Across Kent County Council there are projects in progress to see how place-based services can better contribute to improve the quality of life of older residents, delay pressures and demands on adult social care services, and tackle Kent's health inequalities. This activity brings together existing projects in Growth, Environment and Transport, Adult Social Care and Health and Public Health in a more strategic way to support integrated work on prevention and social isolation. This includes work with health on 'breaking barriers', testing new approaches for community wellbeing services and learning from what works in other authorities.
37.	A sustainable and sufficient adult social care market	Corporate Management Team have identified a strategic theme to bring together 3 significant activities on market shaping.
37a.	Delivering the refreshed Adult Social Care Community Support Market Position Statement and commissioning strategy	KCC has a statutory duty to ensure a sustainable and responsive care market under the Care Act 2014 which meets the needs of both people who are funded by the local authority and self-funders (those who fund their own services). The Adult Social Care Community Support Market Position Statement has been reviewed and is currently being refreshed to reflect the changing policy environment, service demand and market conditions. The new market position statement will be accompanied by an updated commissioning strategy which will inform future commissioning, workforce development, improve the quality of care and ensure KCC is responsive to market conditions.
37b.	Redesigning and recommissioning Adult Social Care and Health Community Wellbeing contracts, including carers short breaks	This activity brings together a number of commissioning workstreams including the review of adult social care 'wellbeing' grants to the Voluntary and Community Sector, the redesign and recommissioning of the Community Based Wellbeing Service contracts and the re-procuring of the Carers Short Breaks Contract. The recommissioning intends to move to a new, joined up model for wellbeing services that are easier to access, better connected and focused on the things people have told the council are important to them.
37c.	Implementing a new Disability and Mental Health Residential Care services contract	Kent County Council has been working with providers, partners, service users and carers to review the delivery of services for vulnerable adults in residential care. We will deliver a new contract for residential services for Adults with a Learning Disability, Adults with a Physical Disability and Adults with Mental Health needs which will go live in April 2020. The activity is now to implement the new contract including the tracking of benefits, costs and contract efficiencies, against an outcome focused service specification, to deliver high quality services and best value.



Effective lobbying, strategy, assets and systems support a modern and productive council operating model



Modern and efficient property assets: Our Asset Management Strategy sets out the need to transform our property estate, including office accommodation, to provide better value for money and improve environmental sustainability. To deliver key themes in the strategy we need more modern, flexible spaces to meet changing business needs, with climate adaptation and resilience. We also need to ensure we have quality facilities management services in place to ensure the buildings are well managed.



Technology solutions and business change: New technology represents opportunities to transform our business processes and systems, to work in more modern and productive ways. Our forthcoming Technology Strategy and Enterprise Business Capabilities programme will provide greater utilisation of technology and tools to capitalise on our investment and deliver business change.



Transforming resident engagement and workforce: We are committed to an ongoing conversation with our residents, embracing the latest digital innovations to make it easier for people to engage with the Council, understand our role and how we can help. We are transforming our workforce through the People Strategy and new Organisation Plan to increase capacity in the current and future workforce and engage effectively with our staff.



Ensuring sustainable funding: The Council needs to respond to significant changes in local government funding including the Spending Review, Fair Funding, Business Rates Retention and High Needs. We need to understand the impact on our budget and move towards Outcomes Based Budgeting to evidence how our funding delivers better outcomes for Kent residents and businesses.

This is a list of the significant modernising the council activity, with a summary of what needs to be delivered.

No.	Activity Title	Headline Summary
38.	Modern and efficient property assets	Corporate Management Team have identified a strategic theme to bring together 3 significant activities on property transformation.
38a.	Delivering plans for a value for money and environmentally sustainable office footprint, including KCC headquarters	Kent County Council office accommodation needs to deliver good value for money, be environmentally sustainable and fit for purpose to meet the council's changing needs. A review is being undertaken to identify plans to transform the office accommodation footprint, which supports the delivery of the Asset Management Strategy. The plans will consider future options which could deliver more energy efficient and cost effective office buildings that better support new ways of working, including options for the future headquarters of Kent County Council.
38b.	Commissioning of Facilities Management contracts to provide services to the KCC office estate	Facilities Management services in KCC buildings include the Helpdesk, Planned and Reactive Maintenance, Cleaning, Waste Management, Pest Control, Reception, Catering, Security and Mail. The current Total Facilities Management (TFM) contracts have been extended until October 2021. A commissioning process is now underway to investigate commercial options and new models of service delivery. Once this is confirmed the procurement and contract mobilisation will need to be delivered to ensure continuity of facilities management services to the KCC office estate.
38c.	Delivery of KCC's Property Asset Transformation	Kent County Council's Asset Management Strategy sets out six themes for managing the KCC property estate. One of the themes commits to creating 'an efficient, adequate and appropriate estate' that provides value for money, reduces our environmental impact, maximises opportunities to generate income streams and supports transformation in the way that the council works and delivers

No.	Activity Title	Headline Summary
		services. KCC's Property Asset Transformation activity is a modernisation programme that has been developed in response to this theme to ensure that our estate can appropriately support front-line service delivery as well as our evolving workforce requirements in relation to issues including condition, utilisation and suitability.
39.	Technology solutions and business change	Corporate Management Team have identified a strategic theme to bring together 2 significant activities on technology and business change.
39a.	Commissioning and delivery of new Enterprise Business Capabilities (EBC)	Many of Kent County Council's business processes are supported by software systems that are used in finance, human resources, payroll and procurement and other support services. This programme will commission and deliver a new cloud-based solution for Enterprise Business Capabilities (EBC) which support core business systems, replacing the current Oracle system. This will require significant business change to adopt and adapt to more standardised processes across the council, delivering better value for money and more productive and efficient ways of working.
39b.	Development and delivery of the Kent County Council Technology Strategy 2020-2023	As technology advances and new digital opportunities evolve, people's expectations in relation to when and how they can access services also change. The way we work as a council is also changing and new technology, such as the move to the Cloud, future mobile, Artificial Intelligence (AI) and the Internet of Things, can help to support more flexible, productive and agile ways of working. A new KCC Technology Strategy will be developed and delivered to provide strategic direction for the council's technology and digital environment to exploit innovation in service delivery and new ways of working. It will need to be supported by stable and resilient ICT infrastructure which facilitates the most efficient use of resources.
40.	Transforming resident engagement and workforce	Corporate Management Team have identified a strategic theme to bring together 3 significant activities on engagement and workforce.
40a.	Implementing residents' digital engagement with KCC	Kent County Council using new technology and digital solutions to improve the way residents engage with the council. We would like to listen and respond to what's important to people in Kent and use these views to inform longer-term visions, strategy and planning. In order to be able to develop richer and ongoing conversations with residents about how KCC can achieve better outcomes within the available resources, Kent Communications aims to improve resident's digital engagement with KCC through a series of projects that will provide residents with a more user-friendly set of digital platforms and initiatives with which to interact with the council.
40b.	Implementation of a Resident Awareness Campaign to improve resident awareness of the role of Kent County Council	When we had conversations with our residents during the development of the 5 Year Plan, people told us they wanted more information about the role of the council and what we can do to help. In response we will develop and implement an awareness campaign that aims to improve resident awareness of the role of Kent County Council, including the visibility of different services offered by KCC and the districts & borough councils.
40c.	Implementation of the People Strategy and the development of the 5 year Organisation Development (OD) Plan	The delivery of the five year People Strategy needs to align with and support the council's ambitions set out in KCC's new 5 Year Plan. This will be achieved through the development and delivery of a new 5 Year Organisation Development Plan to engage and develop capability in the current and future workforce.
41.	Ensuring sustainable funding	Corporate Management Team have identified a strategic theme to bring together 3 significant activities on sustainable funding and budget development.
41a.	To input to, influence and take account of the impact of the Fair Funding review and reforms to Business Rate Retention in the	The Council needs to consider the impact of the Government's significant forthcoming changes to funding arrangements for local government, which include Business Rate Retention and the Fair Funding Review. This will need to take into account relative needs and resources across the county. KCC will need to respond to the consultation about how the final arrangements will work, contribute to national working groups and build the impact of the changes into the council's

No.	Activity Title	Headline Summary
	Medium Term Financial Plan	Medium Term Financial Plan.
41b.	Lobbying Government in respect of the major pressures on the High Needs Budget	The pressure on the High Needs budget to support children and young people with Special Educational Needs and Disability within Kent has been identified as the highest revenue budget risk. The demand for Special Educational Needs and Disability support is rising and at a much faster rate than the school age population. To help reduce the pressure there will need to be proactive lobbying to Government for a significant boost in funding and regulatory changes. The need for sustainable funding also needs to be supported by national change and reform to the Special Educational Needs and Disability system.
41c.	Implementing an Outcomes Based Budgeting approach to developing and monitoring the Medium Term Financial Plan	Outcomes based budgeting ensures that the council's resources set out in the Medium Term Financial Plan are directly linked to the council's strategic priorities. It provides evidence to clearly demonstrate the outcomes being achieved for the resources we use and the impact those outcomes have. This ensures the council delivers value for money and prioritises its limited resources effectively. We will develop and implement Outcomes Based Budgeting to evidence how the Council's 5 Year Plan outcomes are being achieved. This work will inform future budget development.



The Strategic Delivery Plan is an integral part of the business planning framework for the Council, driving the delivery of significant activity and building momentum to deliver better outcomes.

The Strategic Delivery Plan monitoring arrangements aim to support the delivery of activities, provide assurance and advise the Corporate Management Team (CMT) on management actions where required. This includes ensuring appropriate resource and capacity is available to support delivery and that proportionate corporate assurance and risk management arrangements are in place.

Lead Officers, named within the Strategic Delivery Plan, are responsible for providing a quarterly (3 monthly) update on activity progress. Information collated focuses largely on exceptions where there are issues to successful delivery and is used to build both individual activity information and whole council trends over time.

The Strategic Delivery Plan monitoring information is considered by CMT and Corporate Board on a quarterly basis. CMT and Corporate Board provide collective ownership of organisational issues, particularly on activity that has high risk, complexity and financial value within the Strategic Delivery Plan, to identify constructive action and assist effective delivery. Monitoring information is considered by Cabinet Committees every 6 months, a full report is taken to Policy and Resources Cabinet Committee with an overview of all activity and all other Cabinet Committees receive a tailored report focused on the relevant activities within their purview.

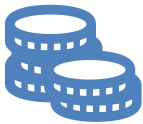
Oversight of the activity will also be monitored as it progresses through the specified informal and formal governance and decision making process, in line with KCC's Operating Standards.

The role of the Strategic Delivery Board

The Strategic Delivery Board will play a key role in providing assurance on the development and delivery of Strategic Delivery Plan activities. The Strategic Delivery Board will provide an opportunity for the Council's Leadership to informally engage and influence the development of SDP activities at an early stage e.g. through engagement with an activity's Outline Business Case or Commissioning Plan. As well as this, where SDP Monitoring identifies activities of concern, the Strategic Delivery Board provide an opportunity to address specific lines of enquiry.



This document is a summary of the Strategic Delivery Plan. The full Strategic Delivery Plan is an internal document for Kent County Council staff and Elected Members. It is supported by key documents and processes.



Finance: The Strategic Delivery Plan has been developed within the context of the Council's approved budget and [Medium Term Financial Plan](#) (MTFP). The approved [Budget Book](#) sets out the planned annual revenue spending on the Council's key services and three year capital investment programme in asset improvements. The MTFP shows the main reasons for changes in the approved revenue budget from the current year including both spending increases (realignment to reflect current activities, unavoidable cost increases e.g. inflation, forecast future demand, and local decisions on service strategies and improvements) and savings/income, as well as plans for future years. The financial information in the Strategic Delivery Plan is based on service requirements which may not directly align with the key service descriptions in the revenue budget (and can span more than one financial year), and are only part of broader amounts identified in the MTFP and capital programme.



Organisation Development: Our medium-term People Strategy and Organisational Development (OD) Plan, approved by CMT, sets out how we will improve workforce capacity and capability to deliver business change, through an annual action plan and centralised training budget.



Risk: The activity within the Strategic Delivery Plan requires robust risk management, reflected in Risk Registers which are reported through management and formal governance processes. Risks for individual activity may also be reflected in programme/project risk registers.



Programmes and Projects: Portfolio Boards and the Corporate Assurance team provide oversight of change activity including programmes and projects. This is supported by portfolio, programme and project governance within Directorates, with reporting to CMT and Policy and Resources Cabinet Committee.



Strategies and Policies: Our strategic activity is an important part of delivering our strategy and policy priorities and is reflective of our wider operating environment. KCC's Strategy and Policy Register provides an overview of the major strategic documents in the Council.



Governance and decision making: Significant activity identified in the Strategic Delivery Plan will progress through KCC's governance and decision making process, with oversight and input from Elected Members, as set out in the Constitution.



Operating Plans: Our divisional and service Operating Plans cover both strategic activity and essential service delivery, acting as important business planning documents for the Council.