

Revised Strategic Delivery Plan for 2020-2021 in light of Covid-19 impacts





The Strategic Delivery Plan is the single business plan for Kent County Council and sets out the significant activities we will deliver.

The Strategic Delivery Plan had originally been intended to detail how we will deliver activities over a three-year period (2020-2023) and contribute to the delivery of key outcomes and objectives for the Council. However, in light of the unprecedented impacts from Covid-19 on the Council and its activities, the Strategic Delivery Plan 2020-23 has been revised to focus on those critical activities for 2020-21.

The revised Strategic Delivery Plan aims to reflect the difficult and fluid environment the Council is currently operating in and is realistic in what can be achieved at the current time given the additional demands and pressures placed on the authority and partners from Covid-19, the uncertainty across markets, and the likely need for a changed operating model for the Council.

There is currently a high level of uncertainty as communities, businesses and the public sector continue to respond to the crisis alongside beginning to consider the longer-term impacts as part of recovery. The revised Strategic Delivery Plan focuses on those existing activities which remain critical for 2020-21. The Strategic Delivery Plan is a live plan and will be kept under review on a quarterly basis. Further changes to the plan, including new or additional activities, may be required in future as the Council considers the implications of operational demands and the new operating environment.

The Revised Strategic Delivery Plan

The revised Strategic Delivery Plan reflects the significant implications from Covid-19 and aims to ensure that the right activities, which remain relevant to the changed operating environment, are able to be progressed. The revised document is structured around the Council's directorates for ease of reference, although it is acknowledged that many activities require collaboration across organisational structures.

As part of the review of potential impacts from Covid-19, activities have been classified to: i) **continue** where activity is likely to remain relatively unimpacted by Covid-19; ii) **prioritise** where as a result of Covid-19 or changes to the Council's operating model the activity may require a different emphasis or changed timescale; iii) **reprofile** where Covid-19 impacts mean a change of scope, approach or timescales may be required, or iv) **paused** where activities are unlikely to be able to be progressed at the current time. A short commentary for individual activities is provided in this document.

Monitoring Arrangements and Strategic Delivery Board

The quarterly monitoring arrangements for the Strategic Delivery Plan were paused in response to the additional demands placed on the authority from Covid-19 and the need to review, and potentially re-base, a significant number of activities. In the short-term the Strategic Delivery Board will play a key role in monitoring by focusing on those activities which require prioritising, re-profiling or where there are issues to successful delivery. Through this approach the Strategic Delivery Board will influence the development of, and provide assurance on delivery of, Strategic Delivery Plan activities. In the longer-term the intention is to reinstate the monitoring arrangements to continue to support the delivery of activities and provide assurance and advice to Corporate Management Team and Corporate Board.

Operating Environment

Our operating environment impacts on what we need to deliver and how we deliver to ensure services remain fit for the future. Whilst many of the priority areas outlined in the Strategic Delivery Plan (2020-23) remain relevant, we

need to successfully respond to the implications from Covid-19 and the significantly altered operating environment including changing demands, pressures and expectations in public service delivery.

KCC capacity: Officers have been re-focused to respond to urgent Covid-19 demands and ensure continuity for statutory services. Impacts on capacity have also been seen as a result of staff working from home and in many cases balancing childcare/caring responsibilities.

Governance and Decision-Making: Covid-19 has disrupted the Council's usual governance arrangements and platforms for member engagement and decision making. Although alternative arrangements are being put in place, consideration will be needed on the potential impacts to the delivery of activities.

Markets:

- **Demand Changes:** The Covid-19 pandemic has impacted, and will continue to impact, the level of demand across a range of the Council's services. Demand is likely to change not only in terms of numbers requiring support and services, but also the way in which people would like or need services to be delivered.
- **Local market sustainability:** Covid-19 pressures are having a considerable impact across a range of Kent's local markets and has raised questions for the longer-term sustainability of markets including in social care, the voluntary and community sector and for private sector providers.
- **Value for money:** The Covid-19 pandemic has impacted significantly on the economy and has raised uncertainty about providers and their supply chains' future ability to deliver services. It also poses the significant risk of cost variations due to instability in marketplaces. In the short-term it would be difficult for KCC to assure itself of achieving value for money through large-scale commissioning exercises.
- **Commissioning engagement:** Providers have reported being unable to engage in commissioning processes due to lack of capacity or the uncertainties in the marketplace at the current time. The postponement of certain commissioning activities may be required until greater certainty is available for both providers and for KCC from a service and financial perspective.

Capital delivery: Covid-19 is likely to have implications for both specific capital schemes and more broadly on the Council's current capital delivery programme, including the intended development of a longer-term 10-year capital strategy and programme.

NHS collaboration: Continued collaboration and valued relationships will be crucial to tackling whole system challenges. However, consideration will be required on how best to progress activities in the short and longer-term given the unprecedented demands particularly on NHS and health partners at this time and potential for future changing needs.

Role of Government: During the Covid-19 pandemic, central and local government have provided greater and more visible points of support for sectors, markets, communities and residents. Post Covid-19 this may change community expectations of local government and the support it provides. Local government will also be significantly impacted by central government's approach including the short-term public health crisis response and longer-term economic recovery priorities. This is likely to influence activities including economic development and infrastructure delivery.

Strategy Development: Given the current and future uncertainty of operating environments, in many cases it is not possible to develop long-term strategies. However, as the Council seeks to move from response to recovery in regards to Covid-19, the development of transitional / short-term action plans will be important and activities such as lobbying and engagement can continue.

Opportunities: As KCC enters the recovery phase, there is an opportunity to build on the organisational and behavioural changes seen in response to Covid-19 to drive future cultural change, ways of working and asset modernisation.



The following is a list of the significant activity being delivered within Adult Social Care and Health (ACSH), with a summary of required revisions in light of Covid-19 impacts:

No.	Activity Title	Impact Summary
1.	Development of a new Adult Social Care and Health strategy	Re-profile The need for a strategy detailing the Council's vision and priorities for Adult Social Care and Health remains. However, given the changing landscape in relation to Covid-19, a short-term transitional strategy for Adult Social Care and Health should be prioritised over a 5-year plan as originally intended.
2.	Kent County Council working as a partner to the Kent and Medway Integrated Care System	Re-profile Collaboration and joint working to continue. However, activity will need to be re-profiled to reflect the short-term impacts and demands placed on partners from Covid-19.
3.	Delivering a refreshed Adult Social Care Community Support Market Position Statement and commissioning strategy	Re-profile These activities will require re-profiling given the impact of Covid-19 on the Adult Social Care Market, potential changes in demand and ability for KCC to effectively deliver large scale commissioning activities which engage providers and achieve value for money at the current time.
4.	Redesigning and recommissioning Adult Social Care and Health Community Wellbeing Contracts, including Carers Short breaks	
5.	Implementing a new Disability and Mental Health Residential Care Services contract	
6.	Delivering the Adult Social Care and Health Accommodation Strategy and demand forecast, including extra care housing.	Re-profile Given the impact on the Adult Social Care market in terms of both demand and viability, as well as potential changes to the property market, it is suggested that this activity is re-profiled and the approach considered in line with Covid-19 recovery outcomes.
7.	Delivering the Social Isolation and Loneliness Select Committee Action Plan	Re-profile Providing effective community support in response to and post Covid-19 will be crucial. This is an opportunity to reconsider the recommendations of the Social Isolation and Loneliness Select Committee in light of Covid-19.

In light of Covid-19 impacts, the following activities should be paused:

No.	Activity Title	Impact Summary
-	Implementing the Adult Social Care and Health whole system programme of change to deliver social care outcomes in a more efficient and sustainable way	Pause This activity will be paused, as internal and external operating environments change in response to Covid-19. The activity will be re-profiled as required and recommenced once the new operating environment has stabilised and need is assessed.



The following is a list of the significant activity being delivered within Children, Young People and Education (CYPE), with a summary of required revisions in light of Covid-19 impacts:

No.	Activity Title	Impact Summary
8.	Implementing the Kent Special Educational Needs and Disabilities (SEND) Written Statement of Action Plan	Continue The statutory need for this piece of activity continues, with future inspection expected. The current priority is to deliver the Action Plan to successfully deliver the improvement required, working closely with Education and Health partners.
9.	Improving support to close the achievement gap in outcomes for Vulnerable Learners through developing targeted service initiatives	Continue The need for this activity remains and the Council will continue working in partnership with schools to improve outcomes. This activity will need to consider changed or additional needs of vulnerable learners as a result of Covid-19.
10.	Lobbying of central government in respect of the major pressures on the High Needs budget	Continue Activities related to the Council's finances to continue. High Needs funding remains a significant pressure for the authority.
11.	Delivering and funding the Kent Commissioning Plan for Education Provision 2020-2024, including the Basic Need programme	Continue The Kent Commissioning Plan activity to continue; although future development will need to be considered alongside the wider capital programme.
12.	Development and delivery of an All Age Skills Strategy for Kent	Re-profile Kent's economic environment will look significantly different following Covid-19. Development and delivery of an All Age Skills Strategy which seeks to increase skills levels across Kent and meets the changed needs of Kent's workforce and businesses post Covid-19 will be important. Work with district councils, businesses, education / skills providers and wider partners on issues including skills and productivity will be key elements. The cross-cutting strategy will need to be aligned with wider activities across KCC and Kent Resilience Forum recovery work.
13.	Delivering Phase 2 of the Change for Kent Children Programme	Continue Following completion of Phase 1 of the programme, which focussed on the integration of Early Help and Specialist Children's Services, Phase 2 will continue as intended with implementation of specific workstreams.
14.	Delivering the redesign of the Disabled Children and Young People's Service (0-25)	Continue The redesign of the Disabled Children's Service is part of the

No.	Activity Title	Impact Summary
		Change for Kent Children programme. The Council will continue to work with partners including schools to improve outcomes for disabled children.
15.	Delivering the Accommodation Sufficiency Programme	Re-profile The Accommodation Sufficiency Programme will need to consider the implications of potential market changes including the ability to reshape relationships with the market and take commissioning decisions at this time. This will also inform the development of any business cases for internal provision as part of developing a new model for the provision of residential care for vulnerable adolescents.
16.	Developing a new model for the provision of residential care for vulnerable adolescents	
17.	Recommissioning the Early Help Children and Young People's Offer within Kent	Continue The need for this activity remains and will continue to link with the SEND and Change for Kent Children programmes of work.
18.	Developing Kent County Council's Youth Offer	Re-profile This activity will need to be re-profiled in light of Covid-19 with a consideration of changing need/demand of young people alongside the Council's ability to commission / deliver any new youth service activity.
19.	Delivering the recommendations made by the Kent County Council Knife Crime Select Committee	Re-profile Providing effective community support in response to and post Covid-19 will be crucial. Recommendations from the Knife Crime Select Committee to continue to be taken forward.



The following is a list of the significant activity being delivered within Growth, Environment and Transport (GET), with a summary of required revisions in light of Covid-19 impacts:

No.	Activity Title	Impact Summary
20.	Establish a Kent High Street Commission, working with businesses, district and borough councils	Prioritise Activity to be prioritised with considerations of Covid-19 impacts on Kent's economic environment. Work with district councils, businesses and wider partners on the recovery of town centres and high streets with activity aligned to the Kent Resilience Forum and individual partner recovery plans.
21.	Working with partners to develop an Infrastructure Proposition to Government	Continue Activity to continue with close working with Government to identify opportunities to progress as part of the Covid-19 recovery phase where possible. Future work will need to reflect any changes to local need and wider economic operating environment challenges.
22.	Promote investment and high-quality growth in the Thames Estuary	Re-profile 'Promoting investment and high quality growth in the Thames Estuary' and 'Positively influencing the successful planned delivery of Garden Communities across Kent' remain important activities for the Council. However, both are dependent on partnership working with Government and therefore may require future re-profiling when national priorities post Covid-19 have been determined.
23.	Positively influence the successful planned delivery of Garden Communities across Kent	
24.	Reviewing Section 106/Community Infrastructure Levy (CIL) to ensure opportunities for capital investment in key services are maximised	Prioritise KCC's Development Contributions Guide and work to maximise Development Contributions will need to reflect the changed housing market environment, including viability considerations, and align with KCC and Kent Resilience Forum recovery activities.
25.	Refreshing the Kent Design Guide	Prioritise The refresh of the Kent Design Guide to continue with further development aligned with the Energy Low Emissions Strategy.
26.	Delivering the Kent Broadband Programme and responding to the Government's policy changes on digital connectivity	Continue The delivery of the current Broadband Delivery UK contract will continue, although consideration will need to be given to supply chain and contractor capacity. The delivery of a 'Kent Voucher Scheme' and development of a 'Digital Infrastructure Plan' will be progressed with a consideration of the wider recovery plan agenda.

No.	Activity Title	Impact Summary
27.	Development of a rural strategy for Kent that embraces community and economic development	Re-profile Development of a strategy will need to be aligned with wider activity to support community and economic development and with KCC and Kent Resilience Forum recovery work.
28.	Enhancing and expanding the Kent Community Warden Service, including numbers of volunteers and apprentices on the Kent Community Warden Scheme	Continue Providing effective community support in response to and post Covid-19 will be crucial. Enhancement of the Kent Community Warden Service to continue and align with wider KCC and Kent Resilience Forum recovery activities.
29.	Managing the short term response to and the impact of the transition period following the UK's exit from the European Union	Continue Managing the short-term response to and impact of the transition period following the UK's exit from the European Union will continue, with the transition period end date remaining December 2020.
30.	Develop a Kent bus strategy (2021-2030) to work with partners to improve bus services	Re-profile. Continuation of activities through market engagement, lobbying of government and development of interim / transitional strategies where required. Longer-term strategy development dependent on local operating environment.
31.	Development of a new Rail Action Plan for Kent 2021	Re-profile. Continuation of activities through market engagement, lobbying of government and development of interim / transitional strategies where required. Longer-term strategy development dependent on national policy direction.
32.	Delivery of Thanet Parkway Railway Station	Continue Activity to continue with consideration of impacts from Covid-19, short-term actions which can be progressed and wider capital investment approach.
33.	Delivering Road Improvement Schemes and developing our future Highways Capital Programme	Re-profile Activities to be re-profiled with potential for opportunities for, or the need to pause, particular programmed works. Any review will need to be aligned to the Council's wider capital approach.
34.	Delivering an investment strategy and improvement action plan for highway maintenance to ensure a safer, more sustainable and more resilient highway network	Re-profile Activity is to be re-profiled and considered alongside wider capital investment discussions. Consideration of what short term actions can be progressed.
35.	Delivering the Waste Management Programme	Re-profile Activity to be re-profiled, including consideration of ability to recommission at the current time, urgency of some individual projects, and ability to progress longer-term activities post Covid-19.

No.	Activity Title	Impact Summary
36.	Development and delivery of an Energy Low Emissions Strategy, Climate Emergency and Net Zero Plan and Programme for KCC and Kent	Prioritise The environmental agenda remains a priority for the Council. Impacts and opportunities relating to the environment from Covid-19 will be considered as part of the Council's response and recovery work.
37.	Development and delivery of Low Carbon Kent and the Low Carbon Across the South East (LoCASE) Programme	
38.	Development and delivery of the Kent and Medway Climate Change Risk and Impact Assessment and the Adaptation Plan.	

In light of Covid-19 impacts, the following activities should be paused:

No.	Activity Title	Impact Summary
-	Development of the 2050 Kent and Medway Enterprise and Productivity Strategy	Pause Kent's economic environment will look significantly different following Covid-19. Work with district councils, businesses and wider partners on issues including enterprise, productivity and skills will be key elements of KCC's response to the economic challenges presented by Covid-19. However, development of an Enterprise and Productivity Strategy will be paused until greater certainty on local needs post Covid-19 is available. Future strategy development to be aligned with wider KCC and Kent Resilience Forum recovery planning.
-	Refreshing the Kent and Medway Growth and Infrastructure Framework through an online Kent and Medway Infrastructure Mapping Platform	Pause The Growth and Infrastructure Framework remains a valuable tool in supporting infrastructure investment decisions across the county. However, activity to be paused in the short-term as growth and infrastructure needs and pressures are likely to change as a result of Covid-19 impacts. Potential to reintroduce as an SDP activity for 2021-22.
-	Delivering Place Based Health and Prevention projects	Pause Activity to be paused, as internal and external operating environments change in response to Covid-19. The activity will be re-profiled as required and recommenced once a new operating environment has stabilised and need is assessed. Key elements of the Place Based Health and Prevention activity will be addressed through other activities and workstreams of the Council's recovery work.



The following is a list of the significant activity being delivered within Strategic and Corporate Services, with a summary of required revisions in light of Covid-19 impacts:

No.	Activity Title	Impact Summary
39.	Implementing an Outcomes Based Budgeting approach to developing and monitoring the Medium-Term Financial Plan	Continue Activities related to the Council's finances to continue. Outcomes Based Budgeting principles to support short-term budget setting discussions. How an Outcomes Based Budgeting approach could support medium-term financial planning to be re-scoped.
40.	Implementing a 10 year capital strategy and programme	Re-profile Activities to be re-profiled following a review of deliverability and affordability in the short-term (current and next year) and future considerations of wider capital programme. Potential for opportunities for, or the need to pause, particular programmed works. Development of a longer-term capital strategy may not be possible due to delay in the medium term local government finance settlement.
41.	Delivering the Council's Infrastructure Capital Delivery Programme	
42.	Delivery of KCC's Property Asset Transformation	Prioritise Activities related to KCC's asset utilisation to be prioritised and reconsidered in light of potential changes to KCC's needs and operating model.
43.	Delivering plans for a value for money and environmentally sustainable office footprint, including KCC headquarters	
44.	Delivering the Environmental Initiatives Delivery Plan in order to reduce environmental impact of KCC's estate and the environment's impact on the estate	Prioritise The environmental agenda remains a priority for the Council. Impacts and opportunities relating to the environment from Covid-19, including the environmental impact of KCC's estate, will be considered as part of the Council's response and recovery work.
45.	Commissioning of Facilities Management contracts to provide services to the KCC office estate	Prioritise Activities related to KCC's asset utilisation to be prioritised and reconsidered in light of potential changes to KCC's needs and operating model.
46.	Development and delivery of the Kent County Council Technology Strategy 2020-2023	Prioritise Activities related to KCC's ICT utilisation and business change to be prioritised and reconsidered in light of potential changes to KCC's needs and operating model.
47.	Commissioning and delivery of new Enterprise Business Capabilities (EBC)	

No.	Activity Title	Impact Summary
48.	Implementing residents' digital engagement with KCC	Prioritise Activities related to resident engagement are both important business change activities and also critical to informing and delivering communication messages at a time of likely changes to the Council's operating model.
49.	Implementing a Resident Awareness Campaign to improve resident awareness of the role of Kent County Council	
50.	Implementing the People Strategy and developing the new 5 Year Organisation Development Plan	Prioritise Activity to be prioritised to ensure future organisational development reflects changes to KCC's needs and operating model.
51.	Long term policy response following the UK's exit from the European Union	Re-profile Managing the short-term response to and impact of the transition period following the UK's exit from the European Union will continue as the transition deadline of December 2020 remains. However, the long-term policy response to the UK's exit from the European Union will need to be re-profiled to align with the Covid-19 response and recovery.
52.	Delivering the Civil Society Strategy, including developing infrastructure support to Voluntary, Community and Social Enterprise Sector (VCSE)	Re-profile Providing effective community support in response to and post Covid-19 will be crucial. An interim Civil Society Strategy to be developed. The VCSE support offer to focus on i) immediate crisis response, ii) recovery of the sector and iii) longer-term sustainability. The development of KCC's response to new upper-tier local authorities duties included within the Government's Domestic Abuse legislation to continue.
53.	Delivering the multi-agency Domestic Abuse Strategy and responding to new responsibilities in the Domestic Abuse Bill	

In light of Covid-19 impacts, the following activities should be paused:

No.	Activity Title	Impact Summary
-	To input to, influence and take account of the impact of the Fair Funding review and reforms to Business Rate Retention in the Medium Term Financial Plan	Pause Activity to be paused, with future progress dependent on Government approach and timescales.