

# 'Kent's Future, Our Priority'

*Making Kent the best place to live, work, play, learn  
and invest in*

## **Kent County Council's 5 Year Plan 2020-25**



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## Leader's Foreword

The 5 Year Plan for Kent County Council (KCC) has been shaped by a conversation with our residents, the people of Kent. We opened it by speaking to people about their experience of living in different parts of the county. We wanted to understand what they value most about where they live and the challenges their local communities face.

Over the last seven months we have listened to young people, businesses, voluntary groups and public sector partners, including parish and town councils. This helped to crystallise our thinking and we have responded to the challenges you've raised in the development of the 5 Year Plan.

We heard what your most important issues are: infrastructure before housing growth; the quality of roads; public transport and the visible services that help determine the quality of life; responding to the climate emergency and tackling social isolation. We used this to shape our objectives for the next five years, so we are clear on what we need to focus on as a council and where we need to work in collaboration with our partners. Our **You Said, We Did** document shows how your voice has made a difference. Listening to our residents has been hugely valuable and we want to continue the conversation about how we deliver better outcomes for the people of Kent.

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. We have a proud history from our historic city in Canterbury and Channel ports, to a vibrant, modern economy founded on thriving small and medium sized businesses. The 5 Year Plan recognises Kent's distinctive challenges and opportunities, with the aim of improving the quality of life for all Kent's residents.

Kent is shaped by its peninsular geography bordering all the opportunities – and challenges - of London and Europe. Following the UK's exit from the European Union, we will need to maintain and strengthen our important international trade and transport links, continue to manage the pressures on the county's transport network and support opportunities for smart borders. Our relationship to London is critical. We must not be an area of overspill driven by the additional pressures that being part of London's hinterland can have on our infrastructure and public services. Rather, we must use our proximity to the capital to our advantage to encourage businesses to invest in Kent and connect people to the opportunities that London offers.

Kent has some remarkable areas of prosperity and dynamism, including high growth in Ashford and North Kent, thriving market towns in West Kent and the cultural renewal of East Kent's coast. However we know that as a whole Kent still faces greater skills, income and productivity challenges than other parts of the South East. We want to ensure the whole of the county benefits from enterprise and investment. We want to work with partners to create high quality urban environments that feel safe, attractive and accessible.

However fundamentally Kent is still a rural county and this plan marks a renewed focus by KCC on the benefits and challenges of rural life. Kent's 'Garden of England' identity is now being reimagined

*New photograph of the Leader in a community setting*

in new forms and we want to celebrate the success of innovative rural industries and cutting-edge research and development in agriculture, food and drink production. At the same time, we must address the distinctive challenges that rural communities face, including connected transport, services and digital infrastructure.

Kent has experienced rapid housing growth in recent years and the pressures for this continue. The message from our residents, reflected in this plan, is 'Infrastructure First'. Growth without that investment damages the quality of life in Kent and is unacceptable. Our residents want the right infrastructure in place to support new and existing communities. Kent must benefit from high quality development, with the necessary education, transport and community infrastructure in place at right time.

We want to shape communities where people feel connected and not isolated. The voluntary, community and social enterprise sector play a tremendously important role in this so we are investing more in the great work they do at a local level. This is part of our broader commitment to prevention, which goes beyond individual services to what communities can do together as a whole.

A significant part of our budget and statutory responsibilities are rightly focused on protecting and supporting the most vulnerable and our services work together to help improve people's quality of life. These services are extremely important but they are sometimes invisible to large parts of the population. We want to increase the impact and visibility of the huge variety of ways we make a difference in local communities every day, including highways, youth workers, health visitors and community wardens.

The County Council is uniquely placed to understand Kent's overall needs and to set out a clear plan with a strong, positive vision for the county that reflects the people we represent, to partners and the Government. With a shared vision, our voice is stronger, and we can collectively stand up for Kent's best interests nationally. We cannot do this alone – we must work closely with our partners, businesses and the voluntary and community sector to achieve great things for a great county.

We will work to deliver on those areas that are within our direct responsibility. But we can often act the county's best interests through shaping, influencing and working with others, including central Government, district, borough, parish and town councils, businesses, the voluntary and community sector and public sector partners. Tackling the climate emergency is a good example of where we take action within our direct control in our own estate and operations, use our influence with commercial operators to improve public transport and provide community leadership to work with residents, partners and businesses to make a meaningful difference. Where communities want to lead great work themselves, we want to support this to flourish and succeed.

As we deliver the 5 Year Plan we will measure how we will achieve the outcomes in a meaningful way, including continuing to engage with residents about their experiences. I am committed to reporting back to you on our progress in an open and transparent way.

Kent is already a county to be proud of. We want to work together over the next five years to make Kent the best place to live, work, play, learn and invest in.

A handwritten signature in black ink, appearing to read 'Roger Gough', written in a cursive style.

Roger Gough, Leader of Kent County Council

## Kent County Council's 5 Year Plan Summary

We want to make Kent the best place to live, work, play, learn and invest in.

### Enterprise and investment



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

### Securing sustainable infrastructure



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

### 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.

### 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.

We are working together with our partners to improve the quality of life for all Kent's residents.

Our residents, young people, staff, partners and businesses have helped to shape **7 outcomes to help improve life in Kent by 2025.**

### 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.

### 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

### 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.

# Outcomes

Each chapter in the 5 Year Plan sets out how we will deliver each outcome.

## Our 5 Year Plan Outcomes

We want to improve everyone’s quality of life in Kent.

The 5 year plan sets out:



**Outcomes** What we want to achieve to further improve the quality of life in Kent

**Objectives** What Kent County Council will do over the next 5 years to deliver better outcomes

**Collaboration** Working with our partners towards shared outcomes and objectives

**Asks** What we want to secure from Central Government in Kent’s best interests

Our outcomes keep us focused on what we need to do to deliver for all residents, communities and businesses. Kent residents have told us they want simple outcomes that they can understand and objectives that are clear about what we will do. The outcomes have been shaped around what they have told us is important for a better quality of life and to create vibrant places across Kent.

By listening to residents, staff and partners we have defined seven outcomes:

Our 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 	

**All the outcomes are inter-related and complement each other. There are also some cross-cutting themes that we’ve embedded into each outcome:**

- Accessibility, fairness and opportunity
- Quality
- Sustainability
- Joined up thinking and action with our partners
- Delivering statutory responsibilities, including social care, education, public health and highways.

## Delivering the 5 Year Plan

The 5 Year Plan is ambitious about **what** we want to achieve over the next 5 years, working together with our partners. We know that a single plan cannot explain all the complex issues that Kent's residents experience or set out all the detail of **how** this will be delivered. The necessary actions and improvements that will make a difference to people's lives in Kent will be achieved in many ways:

### Our Strategic Delivery Plan

The Strategic Delivery Plan is the detailed plan for how we will deliver significant activities to respond to the 7 outcomes. It is a rolling plan we update every year to make sure we have the right activity happening in the council to achieve our objectives. It includes major contracts, capital programmes (building new schools, roads, property assets), transformational service changes, lobbying to national Government and strategy development. In 2020, we have identified 41 activities which will be the priority for our Cabinet Members and Chief Officers. Each activity supported by detailed monitoring by a named lead officer. Our staff report on these activities every 3 months to make sure we are on track to deliver successfully and so we can tackle any risks by taking action early. You can find out more about the Strategic Delivery Plan [here](#).

### Our Budget

Whilst we developed the 5 Year Plan, people told us about their spending priorities and how it was important that the objectives could be delivered within our resources. We have to make difficult choices to manage our budget, but we have made additional money available in our 2020-21 budget to prioritise on achieving our outcomes and sustained our commitment to highways maintenance expenditure. This will lead to positive changes such as investing in more Community Wardens, delivering council tax savings for care leavers and investing in climate change action. We will ensure the 5 Year Plan objectives are considered in our budget development, so they are achievable within the funding available. You can find out more about our budget [here](#).

### Value for money for Kent's residents

We are acutely aware of the fact that the money the council spends comes from the hard work and efforts of all Kent's residents and businesses, especially as council tax and business rates take up an increasing burden on household budgets and company overheads. So, whilst we are ambitious about what we can achieve for Kent, we also want to be honest and realistic about what we can afford to deliver within the funding available over the next 5 years. We will have to continue to make some difficult decisions but we want to use the 5 Year Plan to prioritise our investment in the things which are most important to our residents.

Our fundamental duty as a local authority is to deliver best value for Kent's residents and balance the budget, so our services are sustainable both now and into the future. We will continue to achieve this through strong budget management, with transparent decision-making and spending decisions which are clearly aligned to the priorities of our residents and identified local need.

### Our Plans and Strategies

Each outcome in the 5 Year Plan signposts the detailed plans and strategies that will help put the outcomes into practice. You can read more on our [website](#). An example is the Local Transport Plan, which sets out the transport projects we are delivering across the county with partners that will improve our roads and ease congestion. Strategies help to put the right action in place to deliver our outcomes, for example our new Civil Society Strategy will create 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. Our progress on plans and strategies, including detailed action plans, is regularly reported in public [committees](#).

### **Our Commissioning**

The council has a significant role in the market, given the extent of our commissioning of services with providers, contractors and the voluntary, community and social enterprise sector. Our commissioning standards help to ensure a focus on outcomes-based commissioning. Kent County Council has set a clear strategic direction on social value with a commitment to maximising community benefits through all commissioning activity that it undertakes. We are dedicated to considering social value in a relevant and proportional manner, from the earliest possible stage in the commissioning cycle and as a standard part of designing and specifying any KCC service.

### **Our Services**

The 5 Year Plan is what unites our staff across the council to improve the quality of life for all the residents we are here to serve. Every service makes a contribution towards delivering better outcomes, from youth services to recycling centres, befriending services for older people to road maintenance. Each service in KCC also has its own **Operating Plan**, which sets out what KCC staff will do day to day to achieve our outcomes and objectives.

### **Our Partnerships**

We cannot deliver the outcomes without working closely with our partners. KCC is involved in many joint projects and multi-agency operations where we work together to improve people's lives. For example, we are working with Health on a prevention action plan to tackle serious health issues in deprived communities, working with district, town and parish councils and commercial providers to improve the quality of local bus transport, and working with Medway Council, Kent Police and Health in new child safeguarding arrangements which protect the most vulnerable children from harm.

We want to work in close collaboration with local government in Kent, recognising the creative work with district, borough, parish and town councils. We have many shared ambitions and there is huge value to building on existing work to deliver better outcomes for the residents we all serve. We will work together to continue the work to progress the delivery of shared partnership objectives. You can find out more about our work with partners [here](#).

### **How will we know we are making progress?**

During our consultation, people challenged us on whether the 5 Year Plan objectives are achievable and how we will measure our progress. By their nature, improving long term outcomes is difficult and complex to measure, not least because it is not only KCC's actions that will make a difference, but also those of individuals, communities, partners and businesses across Kent.

We are committed to being open and transparent about how the 5 Year Plan is being delivered, with public reporting on our progress being essential to ensure we are accountable to Kent residents. But we want to give a more meaningful view of progress than easy-to-measure 'tick box' indicators. That will be more challenging and take time to develop, but it is important that we reflect in a meaningful way what impact we are having and if we are making a difference.

Creating a meaningful way to measure the 5 Year Plan is a key priority for 2020. We wanted to first be clear that we are focusing on the right things by consulting on the outcomes and objectives, before getting into the detail of how they will be measured. We want to be creative about how we do this and think about how this fits with the performance framework for the council. The last section of the plan sets out our next steps on how we will achieve this.

## Kent's strengths

Kent is a county to be proud of, with its unique history, geography, natural and cultural assets and vibrant economy. There are many positive aspects to quality of life in our distinctive communities.

- Kent's proximity to London means we can take advantage of being so well connected to all the vibrant employment, business and cultural opportunities of the Capital. Our convenient location for London is what attracts many people to want to live in the county, with many people choosing to balance commuting to London with a good quality of life with Kent's exceptional natural environment and community services.
- Our strategic rail connections serve major London stations and we are the only UK county with a High Speed rail line connecting East and North Kent to London St Pancras, and internationally at Ashford. There are significant opportunities for integrated rail and bus transport including the Crossrail to Ebbsfleet extension and the expansion of Fastrack services in North Kent and Dover.
- Kent's people are our strength and there is a strong sense of identity and community across the county as a whole and in Kent's diverse and distinctive urban and rural places, including traditional villages, coastal towns and modern conurbations. Kent is home to 3,011 active voluntary organisations and over 2,000 social enterprises, supporting brilliant work in local communities.
- Kent is a good place to raise a family with excellent education opportunities, including specialist vocational training and grammar schools. 91% of Kent's schools are rated good or outstanding.
- Kent and Medway attract 65 million visitors a year, bringing £3.8 billion into the Kent economy and supporting 77,000 jobs. 19% of all inward investors began as tourists. Kent's nationally recognised cultural organisations and venues play a vital role in transforming the streets, boroughs and neighbourhoods where people live. Kent has a wealth of historical sites and assets which are integral to the character of our towns and communities, including the unique heritage of the city of Canterbury.
- 11.8 million passengers pass through Dover Port a year, with 11 million Eurostar passenger journeys a year, with Ebbsfleet and Ashford providing fast access for journeys to mainland Europe.
- Kent is renowned as the 'Garden of England' and our iconic natural environment is a major strength. We have an abundance of green and open spaces for people to enjoy, including 350 miles of coastline with blue flag beaches, 4,827 miles of public rights of way and 12,480 hectares of publicly accessible green space. Kent's unique ecology and biodiversity is renowned with Areas of Outstanding Natural Beauty in the Kent Downs and High Weald and 98 sites of Special Scientific Interest.
- Kent's 'Garden of England' reputation is now being reborn with Kent's internationally recognised and award-winning food and drink production and rural industries. Kent is leading cutting-edge innovation in viticulture and horticultural technology, including at East Malling Research, Swale's Kent Science Park and Thanet Earth.

- Kent's rural communities are an integral part of the county's identity, with 26% of Kent's residents living in rural areas which is 77% of the land area in Kent. Our rural areas are home to vibrant community organisations and projects. Rural businesses contribute billions to Kent's economy and are the base for innovative and entrepreneurial local businesses, with high rates of entrepreneurialism and self-employment.
- Kent will be home to new communities to be proud of, blending new housing with quality employment, schools, health care and culture and leisure opportunities. In North Kent, work on Ebbsfleet Garden City is already progressing to create one of the first 'Healthy New Towns' providing over 12,800 homes and 32,000 jobs. Set in the countryside close to the coastal town of Folkestone, there are plans in place for Otterpool Park to become a new Garden Town, with an impressive 50% green space in the development to complement 10,000 new homes with job opportunities, schools, shops, medical facilities and other community amenities.
- Kent's peninsular position means our road, rail and port facilities are vital to the resilience of the county and the UK's economy and productivity. Each year £122 billion of trade in goods goes through Dover and over £115 billion through the Channel Tunnel.
- Art and culture continue to be a driving force for transformation in East Kent, attracting significant investment into the county for regeneration. The success of Margate's Turner Contemporary has welcomed 3.2 million visitors and brought £70 million into the Kent economy and Ramsgate's Creative Sector adds £85 million to the local economy. The regeneration of coastal destinations includes Folkestone's Creative Quarter which has become a vibrant urban village for design, film, music, digital and art, leveraging new investment to revitalise the town centre and harbour. Creative industries are also producing new opportunities to regenerate urban environments in Ashford and Tunbridge Wells, with imaginative new plans to transform local places, introduce digital hotspots and create new jobs.
- Kent's thriving economy is founded on 90% micro enterprises (with less than 10 employees), with unemployment in Kent below the national average. There are 71,500 enterprises in Kent and Medway, choosing to locate here to benefit from our excellent logistics, cost-effective commercial property and a variety of innovation hubs and business parks. This includes the UK's most successful Enterprise Zone at Discovery Park in Sandwich, which is a leader in life sciences, hosted in ultra-modern research and development spaces.

## Kent's challenges

As a growing county with a changing population, Kent also faces some unique demands and challenges. KCC has a strategic leadership role to play to stand up for the interests of our residents and businesses in order to address these challenges.

- 1,583,500 people currently live in Kent. Based on current trends, this is predicted to increase to 1,835,800 by 2038, a 16% increase. Rapid growth will require careful planning to ensure services have the capacity to meet future demand.
- Kent will have the third largest increase in number of households in the country between 2016 and 2041. There is around a £4 billion funding gap for essential infrastructure to support housing growth in Kent and Medway to 2031 and skills gaps in the construction sector and key trades. Across the South East region, housing affordability in Kent remains a challenge for local people, particularly in West Kent.
- Kent's population change is driven by an ageing population, with people living longer with increasingly complex needs. The number of people over 65 is forecast to increase by 57.5% and the number over 85 by 131% by 2036. There is also an increasing number of younger adults with complex needs who require integrated care and support.
- There are distinct challenges and differences between different parts of the county, particularly East and West Kent, rural and urban areas and coastal communities. These places all experience different economic, social and transport challenges, so we need both countywide and local solutions to respond to different needs.
- The Index of Multiple Deprivation sets measures to help understand deprivation patterns for larger areas. Out of 19 upper-tier local authorities in the South East, Kent is ranked within the 50% most deprived areas on all these measures. Thanet is ranked as the most deprived local authority in Kent, followed by Swale. While, Sevenoaks and Tunbridge Wells rank as the two least deprived local authorities.
- Growing population pressures mean we need to take climate resilience seriously to effectively prepare and protect communities for the impact of events such as severe weather and flooding. Air quality is near or below national Air Quality Standards in 39 areas across Kent. Kent's electricity grid network is already significantly constrained which could inhibit future growth and use of low carbon technologies.
- Whilst our proximity to London brings many advantages, it also means that Kent experiences influences and pressures from in-migration from London and the placement of vulnerable families into Kent by London Authorities. These additional 'London' pressures on our public services when we are funded as a shire county mean we need different responses in parts of North and West Kent to ease the impact on local people. This can mean we can lose out on a fair share of Government funding, compared to London Boroughs which have very different needs.
- Due to our position as the gateway to Europe, Kent receives more Unaccompanied Asylum-Seeking Children than other areas of the country, placing further pressure on children's social care services and budgets.

- By 2022-23 Kent will need to provide 11,500 additional primary school places and up to 20,000 additional secondary school places. We will also need to provide 1,400 additional places for pupils with Special Educational Needs and Disabilities, where ongoing financial pressures add to the need to make significant improvements to services for children and families.
- Transport connectivity in Kent can be challenging, particularly rail connections and travel to work time for people moving across and within the county. This can be particularly challenging in some rural areas and a lack of public transport availability can impact feelings of social isolation.
- Kent experiences high volumes of traffic with a disproportionately higher volume of Heavy Goods Vehicles using its roads than other parts of the UK, which impacts our air quality. Each year 2.5 million road haulage vehicles pass through Dover Port and 1.7 million trucks are transported through the Channel Tunnel Shuttles. Freight volumes are predicted to increase further over the next decade.
- A sustainable long-term solution for lorry parking is required in order to prevent disruption when there are delays at Channel Ports and to accommodate almost 1,000 lorries a night that are parked in lay-bys, on verges and in other inappropriate locations across the county.
- Despite our progress in improving broadband provision across the county, some rural communities still have areas of 'market failure' for superfast broadband and present particular challenges to secure and implement investment for future mobile infrastructure. There will be a need to significantly increase digital skills training at all levels to take advantage of improvements in digital infrastructure.
- Youth unemployment is above the national average in six of Kent's districts, primarily in coastal communities. Skills levels in Kent are below the national average at all levels and significantly below the South East average, with skills gaps in specific industries including construction, creative and management. Kent is below the national average on the number of people qualified to degree level or above and the percentage of students moving on to higher education is lower in Kent than the national average.
- We need to be prepared for the longer-term implications of the UK's exit from the European Union. Kent has experienced disruptive yet essential improvement roadworks, prepared our highways response and increased capacity within Trading Standards services. We need to continue to work closely with partners to prepare for the future arrangements with investment in smart borders and potential changes in regulations for goods and services and transitions in funding arrangements.

## What could impact the 5 Year Plan?

The 5 Year Plan needs to be reflective of how Kent and the wider operating environment is changing. As we start a new decade, we need to understand what could impact our plan and be ready to positively respond to this. Some examples of big issues that will impact Kent include:

### **Population and 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). Our roads, schools and community infrastructure will need to be ready to support this growth. 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.

### **National Government Policy**

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.

### **Different funding arrangements for councils**

After years of careful budget management, we will be examining the detail of how new funding arrangements will impact the council. This includes a new Spending Review, 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 financial pressures on social care and children's services, but we also need to consider how we invest any additional money in place based and community services which benefit all residents.

### **Climate change**

The momentum on the climate change means residents now expect action on environmental issues, including climate resilience, air quality, renewable energy and plastics. We need to take an active community leadership role to accelerate our progress to meet the net zero carbon commitments we have made with partners, to help contribute to national climate action and resilience.

### **Digital and mobile 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.



## Outcome 1: Enterprise and investment

### Our ambition

Kent is a great place to live, work and invest, with high quality jobs, skilled workers, successful businesses and thriving urban and rural areas.

### *Ambitious people and places*

Kent is an **ambitious county**. We want to promote aspiration, enterprise and innovation so that everyone can look forward to a bright and successful future. We want to increase **fairness** and access to opportunity, improving life outcomes for all our communities, from coastal communities and rural villages to urban estates.

Kent experiences challenges of low **skills and productivity**, with lower standards of living in comparison to other areas of the South East region. West Kent's proximity to London is an opportunity to build on the economic success of this area but also brings challenges including housing affordability. As a peninsular county, East Kent and rural areas can experience additional economic challenges associated with peripherality. We are ambitious about working with our partners to make a real difference on these issues and **accelerate business growth** across all of Kent, with a particular focus on our deprived communities.

KCC has a direct role in economic development but we also have a significant **convening role** to bring forward collective action with our partners on economic challenges, including our close collaboration with businesses and district and borough councils. For example, improving skills levels for the existing population is a shared ambition that we can make real progress towards through a new Enterprise and Productivity Strategy and all Age Skills Strategy for Kent.

Our collective response needs to focus on improving connectivity and accessibility through better connected transport and digital infrastructure. This will help to **reimagine places** and make Kent an attractive place to live and invest. This is demonstrated through the transformation of East Kent's coastal communities which has benefited from its connection to the High Speed rail network. Kent's traditional identity as the 'Garden of England' is being reborn with innovative rural businesses and better access to high speed broadband unlocking new opportunities for rural areas.

We will continue to work closely with our partners to understand shared challenges and help find the right solutions to promote **economic growth in local areas**. We will use our infrastructure and investment powers to support Local Planning Authorities to successfully implement their Local Plans and create thriving places. We value and will support the role Kent's businesses play in increasing Kent's economic growth and prosperity.

### KCC's 5 Year objectives

- Deliver the ambitions in the Enterprise and Productivity Strategy

### Collaboration with our partners

- Support the delivery of the South East Local Enterprise Partnership Industrial Strategy
- Use our economic development and regeneration role to work with district and borough councils to reimagine the potential of places across Kent
- Work with the business community to tackle productivity challenges

Devolution and public service reform

We believe there is real potential for the Government to **reform** fair funding for public services, particularly to address the disparities in the way county services are funded across the country. Kent's scale and successful track record of partnership working means we should exploit the potential opportunities of **devolution**, giving us more power and control in order to improve the lives of Kent's residents.

With our partners we will work together to define shared lobbying positions. For example, we will urge the Government to secure our fair share of the UK Shared Prosperity Fund, to help 'level up' economic growth across different areas in Kent and fund regeneration and infrastructure projects that will benefit all residents.

**KCC's 5 Year objectives**

- Leverage more national investment in Kent's regeneration and rural initiatives

**Collaboration with our partners**

- Undertake joint lobbying with district, borough, parish and town councils to stand up together for Kent
- Maximise funding from the UK Shared Prosperity Fund to invest in local partnership priorities

**Asks of Government**

- Open up the opportunities of fair funding, public service reform and devolved powers to Kent, working together with partners in two-tier local government
- Devolve a fair allocation of the UK Shared Prosperity Fund to county areas not just the North and Midlands, so all places in Kent can benefit from the Government's 'levelling up' ambition

Sustaining Kent's town centres

We want to work with partners to create a vibrant future for our 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 need to work together to bring in the right investment to transform the look and feel of Kent's town centres and high streets, which also helps people to feel safer in their local community.

There is **no 'one size fits all' solution** so we will work in partnership, we will find the right solutions to meet the needs of different places, from improving market towns, small retail areas and urban centres to regenerating seafronts and coastal towns. We want to work closely with district, borough, parish and town councils to ensure we reflect this local distinctiveness.

Working with businesses, district and borough councils, we will respond to the changing face of town centres by reusing empty buildings to provide a mix of business and residential spaces that are right for the local area. This includes bringing commercial spaces back to life through the **No Use Empty** scheme and developing cultural, digital and leisure opportunities in Kent's high streets so they can adapt and thrive as community spaces. Developing enterprise skills is an important part of skills training, particularly for young adults, to encourage start-ups in town centres. We want to work together to explore how to make it easier for people to travel to town centres for shopping and leisure and support our local businesses who play such an important role in the character of our High Streets.

**KCC's 5 Year objectives**

- Invest in commercial space to enhance the economic success of urban areas

**Collaboration with our partners**

- Deliver the No Use Empty Commercial scheme to bring empty properties in Kent's coastal towns back to life
- Establish a Kent High Street Commission with partners to transform town centre regeneration
- Work with Kent Police on shared intelligence to reduce crime and improve safety in town centres
- Work with partners including the Kent Foundation to develop enterprise skills to encourage start-ups in town centres

**Asks of Government**

- Invest greater funding from the national Future High Streets Fund in Kent's town centres

*A great place to live, work and invest*

Kent is already a great place to live and work, but we know there is more we can do to attract people and businesses to the county. We need to make the most of our advantageous location between London and Europe, alongside developing a skilled local workforce and excellent strategic infrastructure. Kent should be the county of choice for relocating businesses and **highly skilled workers**, a place where people want to stay or move to. Close working with Kent's district and borough councils is essential to deliver shared economic development and regeneration ambitions, with the right local solutions. We will explore how best to achieve collaboration on creating the right balance of housing, jobs and skills to meet the needs of local areas.

If we want people and businesses to locate in Kent, it is important that we work together with our partners to create the right choice, variety and quality of employment opportunities and the right mix of infrastructure to support growth. All jobs also need to be supported by a range of housing opportunities, including **affordable housing** which is a challenge across the South East but particularly important for young people. We appreciate the draw of London, but we want to shape thriving places where Kent's young people want to build their futures.

We need to play our part in making a success of **garden towns and communities** by supporting district and borough councils to achieve their Local Plan ambitions to match housing growth with quality employment opportunities and services, supporting public transport infrastructure and a commitment to sustainability. These are complex new developments, so we will do all we can to collaborate with district and borough councils in the planning process.

Attracting inward investment for **creative industries** and arts and cultural regeneration has been transformative in the Creative Quarters in East Kent's coastal towns. This acts as a catalyst to reimagine areas as great destinations to live and work and encourages new businesses to invest in Kent. We want to continue to support and progress our shared inward investment projects with the Arts Council to build on this success across Kent, including projects in Margate, Folkestone, Ashford, Tunbridge Wells and the Thames Estuary.

To encourage investment, we want to support district and borough councils to consider the balance of **commercial sites** within new housing developments and promote better quality business accommodation including **innovation hubs, creative clusters and business parks** within their Local Plans. Kings Hill in Mid Kent, the Discovery Park Enterprise Zone in East Kent and the forthcoming Otterpool Park development are leading examples of how the right investment and infrastructure

can unlock business opportunities, including social enterprises, digital, research and development businesses. We want to consider how we can expand Enterprise Zones to attract new businesses, transforming the future potential of specific areas.

#### **KCC's 5 Year Objectives**

- Actively promote business parks and innovation hubs as the place to invest in Kent
- Provide specialist advice to local planning authorities to support sustainable development in garden towns and communities, including transport, ecology, minerals and waste, archaeology and education

#### **Collaboration with our partners**

- Contribute to the successful development of garden towns communities, including Ebbsfleet and Otterpool
- Working positively with Local Planning Authorities to identify the right infrastructure solutions for garden towns and communities
- Expand the potential of Tourism Zones to maximise Kent's tourism and leisure economy
- Deliver shared inward investment projects in priority areas across Kent with the Arts Council

#### **Ask of Government**

- Establish new Enterprise Zones in Kent, building on the success of the Discovery Park in East Kent

#### Skills for life

Some areas of Kent, including rural and coastal communities, face challenges with lower wages and skills levels, or **skills gaps** in local labour markets. We know moving from a Level 2+ to Level 3+ skilled job makes a real difference to people's aspirations and quality of life. Whilst we want to achieve an overall increase in skills levels in Kent, we need to be realistic about matching the right jobs and skills to the needs of the local labour market, including a continued need for essential skills such as care and agriculture following Brexit. We will support the work of Kent's colleges and training providers to upskill and retrain adults to develop the skills employers need, now and tomorrow. We will set out our long-term ambition in the **Enterprise and Productivity Strategy and All Age Skills Strategy** to create the right conditions to move towards a higher skill economy in Kent.

Kent's **further and higher education** institutions play an important role in bringing education and skills opportunities to people in the county and are significant employers in their own right. We want to work with them on lifelong learning and creating the right skills for the future.

KCC has always been passionate about promoting the opportunity of **apprenticeships and technical and vocational training**. There have been steady increases in the number of people using apprenticeships as a stepping-stone to fulfilling careers. We support the move towards higher level apprenticeships and want to ensure we are measuring the success and quality of apprenticeship opportunities. This needs to be promoted as an option not just for young people but for people of all ages. We value the skills and experience of **older workers** and want to encourage employers and voluntary organisations to retain and use their skills.

Kent businesses understand that apprenticeships are an important part of modern **career pathways** and a creative approach needs to be taken to protect and sensibly reinvest the Apprenticeship Levy within Kent. We want to work with our partners to make the system easier to navigate for employers and potential apprentices, including exploring Apprenticeship Hubs such as the successful model in West Kent.

**KCC's 5 Year objectives**

- Expand apprenticeships for all ages and abilities, including hard to reach groups
- Deliver an All Age Skills Strategy to improve skills levels across the county
- Redefine KCC's relationship with Kent's Further and Higher Education sector and businesses
- Champion vocational and technical training opportunities

**Collaboration with our partners**

- Deliver targeted programmes to improve Level 2+ to Level 3+ skills levels
- Tackle unemployment and close skills gaps in Kent's most deprived areas
- Work with providers of education and skills to develop shared priorities in the Skills Strategy
- Work with partners to develop opportunities to retrain and upskill people with skills that meet the needs of Kent businesses
- Support the Enterprise Adviser Network to provide quality careers advice and experiences
- Work with district and borough councils and businesses to improve access to apprenticeships

**Asks of Government**

- Be bold and creative about the devolution of adult skills powers and funding to local areas
- Give much greater local flexibility on the Apprenticeship Levy so the money can be reinvested in local areas and not recycled back to the Treasury

Quality jobs

We understand that **job security and stable employment** is important to people's health and wellbeing and their ability to support their family, live in their own home and spend quality time enjoying life. The key to this security is often raising people's skills levels. People in Kent deserve **quality employment** opportunities that value people's skills and create better income prospects for the future. We know what a difference skills and employment make to vulnerable people's life chances and how important it is to help them overcome boundaries to employment. For example securing employment helps to reduce **re-offending** and supports people with convictions to improve their lives and make a positive contribution to their local community.

We know that Kent has some productivity challenges, particularly in the more deprived parts of the county. Kent must be open for business and have a range of employment opportunities, including **high quality, high value jobs** to enable residents to both live and work locally. In order to help working families, we need the right **childcare** and school clubs in the right places in their community.

KCC is a significant employer with large and diverse supply chains. This means we have a role to play in supporting other employers in the county to develop quality job opportunities. As part of our commitment to equalities we will work to close gaps in employment rates in specific communities, for example in areas of deprivation, care leavers and for disabled adults.

**KCC's 5 Year Objectives**

- Work with Inward Investment Services to attract employers with high skills jobs to invest in Kent
- Ensure there are good childcare facilities across Kent to support working parents

**Collaboration with our partners**

- Work with businesses to create good employment opportunities for all skills levels in Kent
- Attract and retain highly skilled people within Kent, with quality jobs for local people
- Work with partners to ensure jobs match the needs of the local economy and workforce

- Work with partners to overcome barriers that vulnerable people can experience in accessing employment

### Backing Kent's businesses

Kent's businesses play a vital role in improving the quality of life and wellbeing for local people. We want to reset our relationship with the business community and recognise the role of micro, small and medium sized enterprises as the backbone of the Kent economy. Our economic development role means we can actively support business development and leverage our **role in the market**. For example, we spend £400 million on local social care businesses, so we have a role to support these businesses to grow and develop as part of a sustainable social care market throughout the County.

Kent businesses have told us that it is vital for businesses that there is the right **infrastructure** in place to support business growth, for example business space, broadband and transport connectivity and the right mix of housing and education opportunities to attract and retain the workforce. We need to consider what more we can do together to create the right conditions for business growth.

We want to encourage innovation by facilitating better access to **quality business support**, to support the sustainable growth and transition of micro, small and **social enterprises**, in a way which best meets their needs. We fully support **business mentoring** for businesses who want to diversify and expand, and encourage the business community to come together to support each other to succeed.

We will explore how learning from internationally successful cluster models could encourage innovation by bringing together businesses, technical and vocational education providers, higher education and research facilities at Universities. Enterprise Zones and innovation hubs will be an important part of the solution to connect businesses from different sectors together to improve innovation and productivity. We want to support **business improvement districts** which are developing projects to benefit businesses in a defined local area with a specific problem or need.

### **KCC's 5 Year objectives**

- Work with the wider Kent business sector to better understand their needs and aspirations
- Improve KCC's connection with Chambers of Commerce and Business Improvement Districts
- Facilitate targeted support for micro and small businesses, including business support, start-up space, premises and transition funding
- Expand the role of libraries as business and digital skills accelerators

### **Collaboration with our partners**

- Positively engage with the Kent and Medway Economic Partnership, Cultural Transformation Board, Business Advisory Board and South East Local Enterprise Partnership
- Promote and advocate Kent business, working with our partners
- Promote business and social enterprise mentoring and coaching opportunities

### Encouraging innovation and enterprise

Over the course of this 5 Year Plan, we recognise that there will be significant technology breakthroughs which will bring opportunities and challenges. These include future mobile technology, electric and autonomous vehicles, wider adoption of artificial intelligence, big data analytics, virtual reality and the Internet of Things. We will support Kent's businesses to be equipped to embrace these opportunities and be future ready.

Kent is a nationally and internationally recognised leader in sectors such as life sciences, viticulture and food production, with award-winning products and thriving local rural businesses. We want to expand Kent's entrepreneurial rural culture to enhance community enterprise in the **green and rural economy**. This includes developing entrepreneurial and digital skills which embrace new technology opportunities.

Innovation needs to be supported by digital connectivity, future mobile and broadband provision and upskilling to optimise the potential of new technology, whilst respecting Kent's natural and rural environment. We want to leverage additional national investment in '**smart countryside**', not just 'smart cities', by taking advantage of Kent's proximity to London as one of the world's largest digital economies. To do so we need to support the Government's Future Telecoms push for universal connectivity and lobby for a fair share of the UK Shared Prosperity Fund to support rural innovation and tackle digital isolation.

Investment in digital technology will help to create more flexible work environments that meet the needs of employers and reflect societal shifts towards a greater work-life balance and diversity of employment, for example freelancers and the creative sector.

We want to encourage and nurture a **culture of innovation** within KCC and with our partners, including our local Universities. We want to use new technology to transform the way we deliver public services in more modern and exciting ways. We will bring our staff together to test new ideas, make better use of data and create new ways of working.

#### KCC's 5 Year Objectives

- Develop a Rural Investment Delivery Plan to maximise external funding for Kent's rural economy
- Deliver a new KCC Technology Strategy to become a more modern and efficient Council

#### Collaboration with our partners

- Work with commercial providers to extend investment in future mobile and digital technology
- Work with Kent Police on innovation in artificial intelligence and big data analytics
- Develop entrepreneurial and digital skills training opportunities

#### Ask of Government

- Invest in research, development and digital connectivity to promote innovation

## Enterprise and investment

- Smarter, Faster, Together: South East Local Enterprise Partnership Economic Strategy
- South East Local Enterprise Partnership Skills Strategy 2018-2023
- *South East Local Enterprise Partnership Industrial Strategy (launched 2020)*
- *Kent and Medway Enterprise and Productivity Strategy (launched 2020)*
- *Skills Strategy (to be developed from 2020)*
- *Rural Strategy (to be developed from 2020)*



## Outcome 2: Securing sustainable infrastructure



### Our ambition

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

### *Infrastructure first*

As a gateway peninsula close to London, Kent has always been a vibrant, continually evolving county. Whilst growth brings opportunities, it also causes significant infrastructure challenges as our demographics change and the population increases to 1,835,800 by 2038. There is a £4 billion gap in funding in Kent and Medway to deliver the **sustainable infrastructure** that communities need.

Kent's residents and businesses are rightly concerned about the pace of housing development and the pressure this places on local infrastructure. In particular, North and West Kent are experiencing the impact of **London growth pressures** on their communities. An '**infrastructure first**' approach is critical before further housing growth. We firmly believe that the delivery of ever-rising national housing targets without the right infrastructure is not right or acceptable for Kent. We must be increasingly ready to challenge development where this is not the case. We recognise the need for well-designed communities that are well-supported with sufficient investment to meet the unique needs and issues in different areas across Kent.

We need to work together to collectively determine the key pieces of infrastructure the county and local communities require and then stand up for Kent's interests at a regional and national level to secure them. Where possible, KCC will work closely with our partners to secure sufficient **forward funding** to meet Kent's immediate and future infrastructure needs and work together to address varying viability for housing development across the county.

Physical infrastructure needs to be complemented by the right public **service provision** to support quality of life, including essential transport, education, digital and health services. By working together to influence the planning process we will help to ensure the right **local service provision** such as school and nursery places, GP capacity and community, sports, arts and waste facilities.

### KCC's 5 Year objectives

- Champion an 'infrastructure first' approach so housing growth is complemented by sufficient physical, economic, cultural and social infrastructure
- Deliver a 10 year capital programme, so we invest in the right education, highways and community projects that will benefit new and existing communities

### Collaboration with our partners

- Secure funding from the South East Local Enterprise Partnership for essential local projects
- Work with partners in Kent and Medway to secure forward funding for the infrastructure to support new development

### Ask of Government

- Prioritise the relationship with Kent and Medway, building on the strong track record of working with the Ministry of Housing, Communities and Local Government and Homes England
- Deliver fair, sustainable funding from the Education Skills Funding Agency, to deliver the right schools and education

Supporting our partners in infrastructure and planning

Kent County Council has a statutory and strategic infrastructure duty which supports Local Planning Authorities. As we do not have direct responsibility for housing or local planning, 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** and a **Housing Strategy**, 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.

We know this shared approach is successful and we want to expand on this by developing our robust evidence base to use as a collective lobbying tool to maximise external funding. Kent and Medway Leaders and Chief Executives have already agreed to come together to pursue a potential '**Infrastructure Proposition**' with the Government and the time is right to embed our work on this together.

Housing delivery in Kent is amongst the highest of all shire counties and we are building on established and successful joint working arrangements between partners in Kent and Medway. We want to support the creation of vibrant, well-designed communities and homes that people are proud to live in – Kent's residents deserve more than chasing national housing targets or bland housing developments.

We recognise how important the issue of affordable housing, including social housing and affordable rents, is for Kent's residents. We have worked with our partners in an Affordable Housing Select Committee to see how we can work better together to make a difference on this issue and this is reflected in the forthcoming Kent and Medway Housing Strategy. There needs to be a balance of **affordable housing** options and consideration of quality **housing density** schemes in urban areas, particularly in North, West and Mid Kent. It is important that we have a collective understanding of the impact of new housing growth on existing residents and the local community infrastructure, whilst prioritising availability for existing Kent communities so they are not priced out of the market.

This means we need to work closely with Central Government, the South East Local Enterprise Partnership, and all Kent's Local Planning Authorities to secure sustainable infrastructure through the planning process. **National planning policies** are not always conducive to responding to local need and sometimes drive perverse incentives for housing development that do not support local authority partners and communities to work together, for example the fragmented approach to the Community Infrastructure Levy.

**KCC's 5 Year objectives**

- Refresh the Kent and Medway Growth and Infrastructure Framework
- Be an active member of Kent Housing Group, working collaboratively with Kent's housing sector
- Progress the Affordable Housing Select Committee action plan

**Collaboration with our partners**

- Work with partners in Kent and Medway to expand the Growth and Infrastructure Framework approach into a strategic overview and evidence base for joint lobbying to Government
- Work together with Kent district and borough councils and Medway Council towards an Infrastructure Proposition with Government
- Deliver our shared commitments in the Kent and Medway Housing Strategy

**Ask of Government**

- Secure an 'Infrastructure First' proposition for Kent and Medway, to leverage national investment in the infrastructure and quality housing the county needs
- Provide clarity on future arrangements for developer contributions and the Community Infrastructure Levy, so we can speed up forward funding for community facilities
- Allow flexibilities in planning and developer contribution policies that can unlock the uplift in land value from planning permissions to raise investment for infrastructure

*Working together to create well-designed communities*

Despite these national challenges, within Kent we want to work more closely with our district and borough council partners to **help shape emerging Local Plans**, progress strategic planning applications and make full use of Developer Contributions and the Community Infrastructure Levy, recognising the distinct arrangements in each local area. We support community and neighbourhood involvement in development decisions, including neighbourhood development plans and welcome the role of parish and town councils in promoting the resident and local community perspective in planning.

Local Plans need to consider population growth, the changing needs of our communities and future advances in technology. We will work with Local Planning Authorities to **maximise developer contributions** across Kent's new and existing communities, so all residents benefit from enhanced community facilities.

It can take too long to secure developer contributions to fund the infrastructure communities need. We need to find constructive ways to work with developers and the Government to speed up the process of securing **sufficient forward funding**. Where necessary, with our district and borough council partners, we will seek to engage developers and key stakeholders including Homes England to explore innovative new ways of securing the right infrastructure at the right time for local people.

Jointly with district and borough councils, we will continue to work collaboratively with developers on issues such as unblocking stalled sites particularly where viability is an issue and finding innovative ways to **discouraging land banking** where it still occurs. Together we will seek to distribute growth more fairly across the county, not just in the most commercially profitable sites. We will work with one Kent voice to **prioritise brownfield development** and balance residential and commercial development.

**KCC's 5 Year objectives**

- Update our approach and guidance on developer contributions (Section 106 and Community Infrastructure Levy) to influence investment in infrastructure
- Using our role as a strategic authority to influence the accessibility and provision of infrastructure and public services and their link to housing developments within district and borough Local Plans
- Create stronger relationships with development corporations

**Collaboration with our partners**

- Work with district, borough, town and parish councils to maximise developer contributions for facilities that benefit the whole community
- Work with district, borough, town and parish councils through the Community Infrastructure Levy Boards to plan appropriate infrastructure for future growth

- Maximise opportunities for construction training opportunities in local building projects
- Work with town and parish councils and communities to champion neighbourhood planning
- Work with district and borough councils to prioritise brownfield sites
- Work with district and borough councils to balance residential and commercial development
- Undertake joint lobbying with district, borough, town and parish councils on land banking, to unlock housing, particularly affordable housing, across the county

### High quality design

We want to challenge and motivate housing developers to deliver **high quality, sustainable housing** design and developments across the county, working through Local Plans and with the Local Planning Authorities. An essential part of quality design is building in safety and wellbeing as intrinsic elements of good planning. As the needs of our population changes, we want to work with key partners including district, borough, town and parish councils, Housing Associations and Registered Providers to create housing that is flexible. Homes should be built to lifetime standards to adapt to the needs of **different generations** and learn from international models on inter-generational living.

By understanding our demand forecast we can plan to deliver high quality Extra Care housing and accommodation solutions for an ageing population and increasing demand from working age adults with social care needs. Housing design and creative use of new technology including the Internet of Things, needs to support the needs of **older residents** so they can remain in their homes safely for as long as possible with minimal adaptations required. This needs to be complemented by wraparound services by health, social care and the voluntary, community and social enterprise sector that support independence.

Good quality design is an opportunity to prevent anti-social behaviour and improve public safety in new and existing developments. We want to work with partners, including health and Kent Police to '**design out**' crime and 'design in' health, safety and wellbeing. The quality of people's home environment affects mental health, so we also want to influence good design to enhance emotional wellbeing.

We will collaborate with Local Planning Authorities on **green infrastructure** to promote climate resilience and adaptation in new development, with developments that deliver high levels of energy and water efficiency, sustainable travel options and new homes that are fit for the future. This will include ensuring the new Kent Design Guide promotes housing that is resource efficient, supports net zero emissions, protects biodiversity and creates quality green spaces in new housing developments. We must work together to ensure development preserves the character of the surrounding natural environment and safeguards the unique character of **rural** life.

### **KCC's 5 Year objectives**

- Refresh the Kent Design Guide to influence good quality design in new housing developments, including appropriate highways standards
- Develop the right provision of extra care housing and accommodation for children, young people and adults to support people's changing social care needs

### **Collaboration with our partners**

- Work with district and borough councils, Kent Police and health partners on how well-designed housing and communities can improve health, safety and wellbeing
- Develop a net zero strategic planning framework for Local Plans and key developments

- Develop opportunities for low carbon housing development with energy generation technology

### 'Future ready' infrastructure

**Transport** infrastructure needs to be sustainable and well-connected to support people's journeys to work and learn. We must respond to future modal shifts including smart infrastructure and flexible/remote working. We will work positively with utilities companies in their 20-30 year plans to support investment and improvement in **utilities** infrastructure (including energy, waste and water) to benefit both new and existing communities.

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 partnership work with the Government's Building Digital UK team 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.

In our economic development leadership role, we want to maximise market led investment in providing **'full fibre'** internet connection to homes and businesses, which allows for much faster internet speeds, including in rural areas that currently experience poor connectivity. We will actively work with the Government and commercial providers to minimise and address areas of market failure so everyone in Kent benefits. However, we understand the disruptive impacts that full fibre implementation can have on local communities and businesses, so we want to work with our partners to understand the complexities of delivering in Kent's rural and isolated areas.

### **KCC's 5 Year objectives**

- Deliver the £2.8 million Kent 'Top-Up Voucher' to help those communities and businesses in the hardest-to-connect locations get faster broadband, particularly supporting rural businesses
- Progress Kent's Broadband Delivery UK (BDUK) programme, to put in place the 'future ready' digital infrastructure and promote sustainable connectivity
- Develop a Kent Digital Infrastructure Plan to maximise national investment which meets the needs of Kent's distinctive communities.

### **Collaboration with our partners**

- Work with Government and commercial providers to tackle areas of poor digital connectivity in Kent, as part of the Government's ambition for universal connectivity within the next 10 years.

### **Ask of Government**

- Enhanced Government funding and accelerated roll out for digital, mobile and broadband infrastructure to support Kent's economic growth and digital innovation
- Recognise the added value of the role of local authorities in working with Government to secure sufficient resource for digital investment to meet the needs of local communities and businesses

## **Securing sustainable infrastructure**

- [Kent and Medway Growth and Infrastructure Framework](#)
- [Creating Quality Places Framework \(to be refreshed in 2020\)](#)
- [Kent Design Guide \(to be refreshed in 2020\)](#)
- [Kent and Medway Housing Strategy \(launched 2020\)](#)
- [Kent Broadband Programme](#)



## Outcome 3: Connected transport and communities



### Our ambition

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

### *Transport in Kent*

Kent is England's most populated shire county, with a network of small towns and 73% rural land area, intersected by a nationally and internationally important strategic motorway and rail network. Transport **connectivity and accessibility**, both across and throughout Kent, is vital for the county and UK economy. Our road and rail transport connections to London are essential, with good transport connectivity necessary for Kent's businesses to operate and grow.

Although Kent County Council is not directly responsible for strategic motorways and major highways under the responsibility of Highways England or public transport such as rail and buses, our role in highways and transport planning and policy means we work very closely with national, regional and local partners and providers to improve transport connectivity across the county.

Following the UK's Exit from the European Union, investment in the quality of Kent's strategic rail and Channel **ports** infrastructure will be vital to support freight fluidity and ease of movement of goods which are the essence of a successful economy. Delivering high-profile strategic schemes in Kent's Local Transport Plan will provide resilient connections for passenger and freight traffic. We will work with national partners and businesses to support the development of '**smart borders**' and logistics, which avoid border friction using technological solutions, and ensure free-flowing trade whilst getting the best deal for Kent and Medway businesses and exporters. Our aim is for Kent to be a centre for excellence for this.

Kent's strategic position means we have close proximity to major international airports and ports. We continue to work with the **air and maritime** industries and our partners in Europe to encourage sustainable growth and acceptable airspace change and to support our Government's aim in achieving a low-carbon maritime sector. The area's inland and estuary waterways, including the River Thames, will play an important role in future modal shift to sustainable passenger modes for passengers and freight, helping to reduce emissions from roads.

Kent's strategic road network means that there are high levels of **freight** and Heavy Goods Vehicles (HGVs) travelling through the county. Essential upgrades and improvements to the road network will strengthen resilience and provide distinct routes for freight. Whilst this is vital to support the economy and logistics industries to resupply Kent businesses and residents on a daily basis, we understand the negative impact freight traffic and **lorry parking** can have on Kent's local communities. We will prioritise collective lobbying with our partners to secure appropriate funding and a joined-up, long term solution to these issues. This needs to include looking at enforcement and new technology options to divert lorries away from town centres and rural villages.

The **Transport for the South East** is submitting a proposal to Government to become a statutory body with devolved transport powers, which will include improving public transport. Kent County Council is a constituent authority in the Transport for the South East and will work collectively with partners to influence how critical transport infrastructure is prioritised and funded over the next few

years. We support the work to act as a unified voice to Government and take action on cross-cutting issues. We will work with our partners to develop and deliver an ambitious transport strategy which benefits the whole region, whilst also progressing our own Local Transport Plan to make real improvements at a local level, including opportunities to improve sustainable transport in Kent.

#### **KCC's 5 Year objectives**

- Deliver priority projects in KCC's current Local Transport Plan
- Develop a new Local Transport Plan for Kent, which reflects Kent's transport priorities and the forthcoming Transport for the South East's Transport Strategy
- Create a stakeholder board to address maritime issues
- Progress the work of the KCC Member Group on HGVs and Lorry Parking
- Investigate the potential for HGV control zones to keep lorries away from residential areas

#### **Collaboration with our partners**

- Support the development and delivery of the Transport for the South East's Transport Strategy
- Work with national and local partners in the Brexit highways and freight management response to keep Kent moving following the UK's exit from the European Union
- Support opportunities for infrastructure for growth in cross-Channel rail freight sector to help reduce road carbon emissions
- Secure and gain approval for effective, fully funded transport strategies within district Local Plans to provide a programme of transport infrastructure required to deliver housing growth
- Work with partners to ensure there is appropriate local service provision for overnight lorry parking and driver rest facilities that are required on a day to day basis
- Work with partners on safe, secure lorry parking facilities to reduce cargo and fuel theft

#### **Ask of Government**

- Work with all partners in the Transport for the South East to devolve powers to improve local transport and integrated travel in the region
- Deliver a sustainable long term lorry parking solution for Kent
- Provide sufficient investment in smart border infrastructure
- Devolve further local enforcement powers including for yellow box junctions and HGVs

#### Quality highways

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. When we were developing the 5 Year Plan, Kent residents told us that the **quality of highways, pavements and roadworks** really matter to them and is a high priority. People also told us about the impact that congestion and the availability of public transport has on their daily life, which is especially important for younger and older people.

The availability and safety of on-street **parking** is also a concern for residents, so we are working closely with district and borough councils to deliver the review of on-street parking management arrangements, that are currently delivered through partnership agreements.

We appreciate how disruptive **roadworks** and highways improvements can be for local communities. We want to make sure that we prioritise essential works and get the quality of repairs right first time. We will extend the lane rental scheme to charge utilities companies for roadworks, in order to encourage improved working practices by utilities companies and challenge permit application when road closures are requested to minimise disruption for local people and businesses. We want to

make a visible difference on improving Kent's highways using an intelligent approach to demonstrate better quality and well-maintained highways for all our residents.

We have already secured significant **investment** in Kent's highways, leveraging Government funding for highways improvements and delivering our **potholes** and carriageway patching programme. We are making the 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. This needs to be part of a long term sustainability plan so that we make quality improvements that last and deliver good value for money for Kent residents.

#### **KCC's 5 Year objectives**

- Deliver our Highways Capital Programme to improve the road infrastructure across Kent
- Deliver our highways asset management approach to improve quality, reduce costs and maximise capital funding from the Department for Transport
- Deliver a new commissioning model to secure best value in highways maintenance contracts
- Visibly improve the quality and condition of KCC controlled highways
- Deliver non-urgent pothole repairs and carriageway patching to a good quality, using local contractors wherever possible
- Manage the utility opening of road assets to limit the impact of roadworks and diversions
- Extend the lane rental scheme to charge utilities companies for roadworks
- Launch a targeted programme to improve the quality of Kent's pavements and footways
- Update the Kent Design Guide standards to make highways and pavements safer

#### **Collaboration with our partners**

- Work with district and borough councils to deliver the review of on-street parking management
- KCC Members will work with communities, district, borough, parish and town councils to develop local transport improvement projects
- Further develop Parish Highway Improvement Plans, including considering ringfenced funding for non-Parished urban centres
- Involve Joint Transportation Boards in prioritising local projects

#### **Ask for Government**

- Allocate a fair share of the Government's five-year spending commitment on highways infrastructure to deliver essential improvements and transport infrastructure projects in Kent and set a path for the financial sustainability and quality of our transport assets

#### Tackling congestion

Kent residents have told us how strongly they feel about levels of congestion and how this can impact their daily quality of life. Kent County Council has transport planning responsibilities which mean we can play a part with our partners to create positive improvements. This includes improving transport infrastructure, promoting integrated travel, public transport, walking and cycling, which will all help to ease congestion.

Levels of congestion will also be impacted by big shifts in technology that impact the way we live, work and travel, such as electric vehicles, emerging transport technologies and changing working patterns. It is a mixture of solutions which will help to make a real difference to the volumes of traffic and the county's air quality, including positive incentives and disincentives for change.

We welcome the Government's future policy direction towards investment in sustainable transport which will help to better connect rural communities and tackle congestion in urban areas. We want

to work closely with our partners to seize new national funding opportunities that will support electric buses, cycling infrastructure, demand responsive transport in rural areas and electric vehicles. We will pursue successful funding bids so Kent residents can benefit from new Government funding. This supports our own policy ambition by taking action now to create a positive blend of sustainable travel options which support residents and local businesses by keeping traffic moving more freely around the county.

We want to be creative about how we work locally with partners to use our transport, environment and economic development responsibilities to help make a difference. We will work positively with district and borough councils in new developments to ensure there is a good mix of transport options to serve those communities, including public transport options. We want to work closely with employers and Local Planning Authorities to think about how we promote commercial space in new developments to encourage opportunities to work local and invest in digital infrastructure to support more modern and flexible ways of working.

#### **KCC's 5 Year Objectives**

- Consider how KCC's future policies can best support sustainable transport now and in the future
- Explore how positive incentives and disincentives can help to change how people travel

#### **Collaboration with partners**

- Work with partners to pursue new national funding opportunities for sustainable transport
- Work with district and borough councils on sustainable and accessible transport solutions to meet local need, including creative solutions for new developments and town centres
- Work with Local Planning Authorities to locate co-working spaces, small office rentals and small industrial units in new developments so more people can work local
- Work with businesses to encourage people to make more sustainable travel to work choices

#### **Ask of Government**

- Positively support Kent bids for new funding for sustainable transport investment to benefit urban and rural areas in the county

#### *Integrated travel*

We will work with our regional partners on **integrated transport** solutions to meet the needs of our growing population and Kent's commuters, including improving 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.

We are supporting our partners to come together to consider the future potential of bus transport, holding a Bus Summit in 2020. We are committed to expanding Kent's premier **Fastrack** bus rapid transport system in Ebbsfleet and working towards the introduction of a Dover Fastrack service. This flexible and reliable mode of transport will help to transform people's journeys for work and leisure and encourage connectivity between bus and rail services.

We recognise the Government's digital initiative to make it easier for people to find bus information, timetables and fares. We are working on new technology solutions with app creators and commercial operators that will make it easier for Kent's public transport users to access information on ticket types, ensuring they purchase the best value ticket for their needs. We will support this

move to go **digital** by promoting cross county tickets such as the Discovery ticket and the rail integration ticket, PlusBus.

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. This is especially important for residents without access to a car. We want to improve transport connections to Kent rail stations, with connections that are flexible enough to meet the needs of rail users. To support this we will review the potential for **Demand Responsive Transit** services in Kent towns, which is a flexible mode of transportation that adapts to passengers' requests to help people make seamless journeys.

We want to work with our partners to create quality local transport options, this is particularly important in rural areas and for the connectivity of our major towns such as Maidstone which are hubs for bus and rail travel. We want to continue to work positively with district and borough councils to improve integrated travel for local residents. We actively support the development of **community transport** across the county and will build on our partnership work with commercial operators and community groups to develop new and existing schemes, supported by our continued investment in capital grant initiatives.

#### **KCC's 5 Year Objectives**

- Renew our Rail Action Plan for Kent to promote an integrated rail approach, including passenger and freight services, in readiness for KCC's response to the public consultation for next South Eastern passenger service contract
- Consider broader rail safety and wellbeing issues, including preventative action on County Lines and suicide prevention

#### **Collaboration with partners**

- Work with commercial operators to design digital solutions for public transport information
- Extend our work with district and borough councils and community groups to further improve community transport schemes and the quality of local public transport
- Hold annual Rail Summits to champion additional capacity, new routes and frequency in rail travel across Kent

#### *The importance of bus travel*

If we are to tackle congestion on Kent roads and achieve our zero carbon emissions commitments, then the bus needs to be at the heart of our public transport network. At a community level, access to **affordable, reliable and frequent** bus transport, is vitally important in people's daily lives - commuting to work, getting children to school, attending health and care appointments and accessing leisure opportunities. We understand how important bus travel is for young people, older people and people with disabilities.

We are trialling innovative **rural bus pilot** schemes with Kent Connect and Kent Feeder services, in addition to supporting over 150 bus routes, 250,000 concessionary travel passes for older and disabled people and 35,000 children to travel to school every day. We have also run **electric bus trials** in urban and rural locations. Following these trials we will look to introduce electric vehicles to Fastrack in Ebbsfleet from late 2021 and will work with our operators to roll out electric or other zero emission buses across Kent.

We will work with partners to develop a **bus strategy** to set out a 15 year road map for improving bus services in the county. This will bring together our work on concessionary bus passes, the 'Big

Conversation' rural bus service pilots and other 'transport when you need it' initiatives. 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.

**Quality Bus Partnerships** are a positive example of voluntary partnerships between KCC, district and borough councils and bus companies. We are committed to working together to encourage the use of bus transport to help people get around more easily and to reduce traffic congestion and emissions. We will consider how we can expand Quality Bus Partnerships to improve local bus travel. We will use the partnership powers in the Buses Act 2017, to develop closer partnerships with our operators. These partnerships will focus on how we can promote the use of bus travel through service developments, infrastructure and vehicle investments.

#### **KCC's 5 Year Objectives**

- Develop a Bus Strategy to set long term actions for developing bus services in Kent
- Implement the outcome of the rural bus services pilots to provide sustainable transport solutions for Kent's rural communities
- Bid for government funding for electric vehicles, bus infrastructure improvements and Supabus networks.

#### **Collaboration with partners**

- Hold a Bus Summit to progress the delivery of the Bus Strategy with our partners
- Expand the use of Quality Bus Partnerships to improve local bus travel
- Work with commercial providers to secure improvements in the quality of public transport
- Explore options for the devolution of transport powers

#### *Walking and cycling*

Growing volumes of car traffic linked to housing growth means Kent residents are concerned about **air quality** and congestion. They want alternative travel options to play their part in improving the environment and help people make quicker, healthier journeys. Initiatives such as the Kent Connected website are helping people to make informed travel choices to make it easier to get from A to B and to be more sustainable through **active travel** options, which include public transport, walking and cycling. This has additional benefits of reducing travel costs and improving people's health and mental wellbeing such as walking or cycling to school contributing to reducing childhood obesity. These options need to be safe and accessible for all residents, including disabled people.

We will promote walking, cycling and public transport options as viable and safe travel alternatives through our Active Travel Strategy, which is delivering a series of targeted improvements by 2021. We want to work with partners to explore how dedicated cycle lanes, bus lanes and walking routes be part of a mix of solutions to speed up journeys and make travel safer.

#### **KCC's 5 Year objectives**

- Build on the integration of transport information to help support informed travel choices
- Deliver the Active Travel Strategy targets to increase the use of sustainable travel options
- Create safer cycle routes with segregated lanes and dedicated walking routes
- Promote car sharing in new developments to improve air quality

#### **Collaboration with partners**

- Develop and adopt cycling and walking strategies with every district and borough council in Kent and with Medway Council
- Work with employers on active travel options in people's journeys to work

### Connected communities

**Connected communities** is all about opportunities to bring people together, including from different ages, backgrounds, faiths and places. Kent County Council delivers valued services which support thriving communities, for example our Community Wardens who look out for vulnerable and isolated people and help people to feel included and connected.

We also have a convening role to support the fantastic work of partners, charities, community groups, volunteers and carers who create positive opportunities at a local level. We want to work together with our partners to tackle **social isolation** and support both **personal and community resilience**. Every community in Kent is different, so we want to be supportive of locally-led solutions that suit the distinctive needs of urban and rural areas.

Accessible, inclusive public services that meet people's needs and the way they lead their lives are essential to quality of life. The importance of a **consistently accessible offer of services across the county** was a key theme which emerged from our conversations with Kent residents. In such a large and diverse county, people felt it was important that there were **fair opportunities** for everyone and that we need to address the challenges of connectivity in rural areas. Residents told us some examples of where opportunities can feel unequal which we will address so everyone can benefit from all the county has to offer, for example the cost of transport can be a barrier to people taking up apprenticeship and job opportunities.

We want to be innovative and creative about how we maximise the use of **community assets** such as libraries, children's centres and cultural and leisure spaces. These civic amenities play an important role in providing places for people to come together to learn, play and enjoy new experiences. This enhances and enriches our daily lives, supports people to live well and creates the conditions for civil society to thrive in Kent.

Connected communities need well-planned community infrastructure that is supported by **integrated transport** and **digital innovation**, to promote easier access to public services. This is especially important for vulnerable people or those without access to cars. This means 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.

### **KCC's 5 Year objectives**

- Support voluntary, community and social enterprise organisations to utilise digital infrastructure
- Deliver the Social Isolation Action plan
- Create opportunities for social inclusion through the Adult Social Care Strategy
- Maximise the role of libraries in connecting communities
- Be creative about how we use KCC's community assets and facilities to bring people together
- Invest in greater flexibility in the time of day disabled people can use concessionary travel to help them get to work

### **Collaboration with partners**

- Develop new approaches to modernise community facilities and civic amenities
- Work with our partners to invest in shared spaces where people meet and enjoy activities

- Work with health partners to ensure new health facilities are supported by integrated transport

## Connected transport and communities

- Local Transport Plan
- Our Approach to Highways Asset Management
- Active Travel Strategy
- Cycling Strategies
- Freight Action Plan
- Rail Action Plan *(to be refreshed in 2020)*
- Bus Strategy *(to be developed from 2020)*



## Outcome 4: A cleaner and greener Kent



### Our ambition

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

### A quality public realm

Kent is a unique county with distinct and diverse places. People identify strongly with their local sense of place and want to feel proud of the communities they live in. Our residents feel strongly that we need to protect these spaces by looking after the **quality, maintenance and cleanliness of our physical environment**, especially town centres, local streets, beaches, public rights of way and green spaces. The quality of the public realm is important and the environment has a positive effect on residents' wellbeing and feelings of safety.

We already work collaboratively with partners to make a difference at community level through a joined-up response on issues such as recycling, air quality, litter and graffiti. Our Trading Standards services share intelligence with partners to crack down on fly tipping offenders and assist in bringing prosecutions. We want to explore how we can work even better together and provide the resources to make visible improvements at a local level.

KCC has already invested £250,000 to reduce the level of **fly tipping** in Kent, building on the close work already undertaken with district and borough councils, Kent Police and other partners through the Kent Resource Partnership. This will assist district and borough councils to undertake further enforcement, improve communications between all partners involved and better inform both householders and businesses of their responsibilities.

### KCC's 5 Year objectives

- Explore opportunities to enhance local capacity to tackle litter in Kent's communities
- Keep our rights of way well-maintained to improve the look and feel of our public spaces

### Collaboration with our partners

- Maximise joint working with district, borough, parish and town councils to improve the quality of Kent's public realm
- Implement the Fly Tipping Enforcement Plan working with the Kent Resource Partnership, district and borough councils and Kent Police
- Create a joint operational taskforce for fly tipping to tackle both commercial and domestic waste and target fly tipping hot spots
- Bringing together partners including Revenue and Customs, Local Planning Authorities and Kent Police in a cohesive partnership to tackle waste crime
- Work together with health, district and borough council partners to promote safe, child friendly green spaces and encourage families and carers to use these

### 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. We are planning further work with partners to improve our waste and recycling services.

As the waste planning authority for Kent, we plan for future waste management capacity, allocating land to put in place **waste infrastructure** to support growing communities. We are undertaking a review of Household Waste Recycling Centres and Waste Transfer Stations to determine the capacity and facilities needed across the county and secure the necessary investment. This involves working closely alongside Local Planning Authorities' Local Plans and neighbourhood plans to ensure that this essential development is well planned with local communities.

#### **KCC's 5 Year objectives**

- Deliver the Kent Waste Programme to transform waste management and critical contracts

#### **Collaboration with our partners**

- Maximise developer contributions for waste infrastructure
- Work with the business community to reuse waste

#### **Ask of Government**

- Deliver legislative change in sustainable waste management, with clear roles and appropriate funding for local waste authorities

#### *Protecting Kent's environment*

The **quality of Kent's natural and historic environment** is one of the outstanding features of the county. It is part of what makes living in the county so special and attractive to residents and visitors. Our spectacular green spaces, coastline, woodlands and wetlands are an essential part of people's quality of life, health and **wellbeing**.

Kent residents and visitors value being able to enjoy all the county has to offer, and feel that a strength of the county is the abundance of **green and open spaces**. Kent's network of public rights of way, country parks and our leadership of environmental projects helps to protect our natural assets and make these accessible for everyone. This supports tourism, work-life balance, being active and provides quality spaces for people to spend time together.

Our environmental responsibilities mean that we recognise our contribution to global and local challenges, working alongside partners and residents. It is vital we work together to **protect the environment for future generations**. We want to ensure Kent's unique environment, ecology and biodiversity is recognised, protected and enhanced.

We want to work with our partners to focus on Biodiversity Net Gain, an approach to development which leaves biodiversity in a better state than it was before, which supports the Government's 25 Year Environment Plan. We are fully committed to supporting collective action on biodiversity in Kent and Medway through the Kent Nature Partnership's **Biodiversity Strategy**. This sets clear goals and targets for the restoration and revival of Kent's wildlife and objectives for how to better connect people with the natural environment and the benefits this brings.

We know environmental issues are a high priority for Kent's young people and we want to work with young people to develop a proactive social media campaign on environmental action, including targeted use of social media channels, blogs and vlogs.

**KCC's 5 year objectives**

- Deliver the actions in the Kent Environment Strategy
- Promote country parks and public rights of way as an asset for our communities
- Deliver the Public Rights of Way Improvement Plan
- Deliver the Plan B: Pollinator Action Plan to enhance our ecological diversity
- Adopt and implement the Area of Outstanding Natural Beauty Management Plans
- Work with the Kent Youth County Council and other young people to develop an environment communications and engagement campaign aimed at young people

**Collaboration with our partners**

- Deliver the shared targets in the Kent Nature Partnership's Biodiversity Strategy
- Work with farmers, landowners and food producers on protecting pollinators
- Support Natural England's England Coast Path for the South East Region and access to the coast path

**Ask of Government**

- Accelerate the Government response to the 25 Year Environment Plan
- Ensure that new environmental legislation and regulations uphold and enhance our commitment to a quality environment once the UK leaves the European Union

*Responding to the climate emergency and progressing climate adaptation*

Sustainability underpins all other outcomes, so we have a community leadership role in the delivery of the Kent Environment Strategy to take action to address environmental challenges and opportunities. Kent County Council has formally recognised the UK Environment and **Climate Emergency**.

Our focus is on mitigating and adapting to climate change by delivering clean and resilient growth, generating renewable energy and taking 'no regrets' action to achieve **net zero carbon emissions by 2050**. This will involve shared commitments with partners and leading by example within Kent County Council to improve sustainability and energy efficiency.

Our response will be three-fold. Firstly we will take **action in our own estate and operations**. We have already achieved our five-year target to reduce emissions from our properties and services two years early. We are 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. We will bring forward plans with clear targets and milestones to achieve net zero emissions in the shortest possible time and intend to convene a Select Committee on Climate Change.

Secondly, we will use our **influence** on issues such as sustainable transport to support modal shifts and take action with partners and providers to develop innovative options for public transport, walking and cycling. Thirdly, we have a **community leadership** role to provide information, advice and expertise, so residents, partners and businesses can take their own action to reduce their carbon emissions and improve air quality. To support this, we are undertaking a Kent Climate Risk and Impact Assessment to inform the development of a Kent climate change adaptation plan to make a positive difference. Together this will form our contribution to achieve the zero emissions target for the whole of Kent and Medway by 2050.

We appreciate the importance of climate adaptation, which also helps to build our climate resilience. We need to manage resources well, including improving **water and energy conservation**

and creating a sustainable water resource for future generations. We want to promote **retrofitting** of existing buildings to adapt to better environmental standards. Energy efficiency measures and changing behaviours can help to reduce the emissions associated with wasted heat and lower energy bills.

We want to work with Local Planning Authorities and developers to ensure new developments **design in sustainability**, including efficient insulation, water efficiency and electric charging points for cars. The surrounding environment of new developments also needs to support climate resilience and enhance the natural environment by incorporating high quality green space, planting trees and hedges and making roadside verges better for pollinators.

We appreciate how much **air quality** matters for Kent residents in terms of the environmental agenda, health and wellbeing and the impact in local communities. Working with our partners to improve air quality is a priority for the council. We are working closely together with our partners to accelerate change through a Kent and Medway **Energy and Low Emissions Strategy**, which will be launched in 2020. The strategy will be supported by joint actions which are being developed with district and borough councils in Kent and Medway Council to deliver our shared ambition.

We are committed to working together with partners, residents and businesses to tackle environmental issues and encouraging changes in working patterns that support sustainable travel. Practical ways we can help include encouraging more tree planting, working with our supply chain to reduce their environmental impact, greater provision of electric charging points and promoting public transport, walking and cycling. We all need to play our part in achieving net zero emissions for Kent, including recycling, reducing food waste and supporting local businesses and the take up of their local products which have less food miles.

#### **KCC's 5 year objectives**

- Deliver KCC's accelerated target of net zero emissions and climate adaptation for our services, trading companies and the KCC property estate
- Deliver an action plan for the KCC estate to enhance electric vehicle charging points, solar energy and water saving
- Deliver KCC's targets to increase renewable energy, improve energy efficiency and air quality
- Undertake a Kent Climate Change Risk and Impact Assessment
- Undertake a KCC Select Committee on Climate Change and deliver the resulting action plan
- Plant one tree for every resident, to reduce carbon and enhance the natural environment
- Deliver priority actions for the Kent Environment Strategy Cross Party Member Working Group, including considering the right type and location for tree planting across Kent
- Promote environmental standards and carbon neutrality in our commissioning and supply chains
- Promote the use of electric charging points for cars, including in rural areas and schools
- Use the update of the Kent Design Guide to promote sustainable, resilient development

#### **Collaboration with partners**

- Work with partners across Kent and Medway to reach our shared commitment to achieve net zero emissions by 2050
- Support businesses and residents to help reach our zero emissions by 2050 target
- Deliver the Kent and Medway Climate Change Adaptation Plan
- Leverage funding to improve energy efficiency in homes across Kent, lowering people's energy costs and tackling fuel poverty
- Support Low Carbon Across the South East projects to help businesses adapt to climate change
- Deliver the Kent and Medway Energy and Low Emissions Strategy actions

- Support the delivery of other partnership air quality strategies and clean air plans
- Lead by example to encourage people to grow, eat, buy, sell and employ locally
- Improve the quality of urban environments, including tree and hedge planting and green spaces
- Support the delivery of the South East Local Enterprise Partnership Clean Growth programme and Energy Strategy
- Support the development of a task group focused on local water management plans

#### **Ask of Government**

- Accelerate the UK's national climate emergency response
- Deliver a comprehensive national climate adaptation programme
- Increase grant funding for carbon neutral schemes and climate adaptation

#### Climate resilience

We have a direct role to play in supporting residents, communities and businesses to develop **climate resilience**. This is about effective planning and response to extreme weather events, such as cold, heat and flooding. Extreme and severe weather events impact infrastructure, homes, communities and the delivery of services, affecting both rural and urban areas. Taking action on climate resilience has additional benefits such as a decrease in congestion, health benefits from better air quality and increased outdoor activity, and improvements to our natural environment.

Many communities in Kent are vulnerable to **flooding** and coastal erosion. We are committed to using all our direct powers, supporting partnership responsibilities and securing sufficient Government funding to protect residents and businesses from the impacts of flooding. By working with our partners to make the right investment and planning decisions to secure sustainable growth we will help to ensure that infrastructure is resilient to flooding and coastal change.

We will proactively work with our partners on flood risk management and response, including working with Local Planning Authorities to encourage responsible development that protects flood plains. We want to promote a joined-up response to **drainage**, influencing the provision of effective drainage within new development as a material consideration in planning decisions, to further enhance resilience to extreme weather events.

We will support the delivery of the Environment Agency's future Flood Strategy. We welcome the move towards natural flood risk management, which uses a mixture of natural based solutions and recovery networks to protect areas at risk of flooding.

#### **KCC's 5 year objectives**

- Champion the need for climate resilience and flooding to be considered in planning for new developments
- Deliver KCC's Local Flood Risk Management Strategy and the Flood Response Plan

#### **Collaboration with our partners**

- Support the delivery of the Environment Agency's future Flood Strategy and future funding bids
- Work with the Environment Agency to explore and develop new standards for flood and coastal resilience

#### **Ask of Government**

- Provide greater flexibility in Government investment in flood management schemes

Supporting Kent's rural and green economy

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.

We have strong relationships with businesses to promote growth in the **green economy** and make the most of new green technology opportunities. We want to build on this ambition and do all we can with our partners to incentivise green business growth and green infrastructure and skills development. A sustainable environment means Kent will benefit from a competitive, innovative and resilient economy.

The scale of our purchasing power in local markets means we can lead the way in taking environmental considerations into account in the **social value** of our commissioning, ensuring our specifications prioritise businesses which are moving towards being carbon neutral. We actively want to support businesses who have strong green credentials and which act in an environmentally responsible way.

**Offshore wind** and other renewables are a growth area of Kent and Medway's green economy, which maximises the potential of our expansive coastline and other natural resources. This industry is a significant contributor to the Kent economy and we want to support the expansion of Kent-based companies in the renewable energy sector and create quality employment for local people.

**KCC's 5 Year objectives**

- Develop a Rural Investment Delivery Plan, as part of a wider Rural Strategy to protect and maximise innovation in rural areas
- Develop a long term Low Carbon Economy Growth Strategy

**Collaboration with our partners**

- Work with Local Carbon Kent and Low Carbon South East to promote the green economy
- Encourage businesses to use green technology in their operations and logistics, including biogas and electric vehicles

**Ask of Government**

- Commit to a Government Sector Deal on offshore wind
- Provide incentives for growth of green businesses and development of green technology

**A cleaner and greener Kent**

- [Kent Environment Strategy](#)
- [Kent Country Parks Strategy](#)
- [Fly Tipping Enforcement Plan](#)
- [Local Flood Risk Management Strategy and Flood Response Plan](#)
- [Rights of Way Improvement Plan](#)
- [Area of Outstanding Natural Beauty Management Plans](#)



- *Kent and Medway Energy and Low Emissions Strategy (launched 2020)*
- *Kent Nature Partnership's Biodiversity Strategy (launched 2020)*



## Outcome 5: Stronger and safer Kent communities

### Our ambition

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

### Supporting strong communities

Strong communities are essential foundations of quality of life, vitally 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 members of the community when they need help. Many partners in Kent play a valued role in supporting communities to come together and we are committed to working with district, borough, parish and town councils, Police, fire and health and the voluntary and community sector, to help make this happen.

We want to ensure all our services work together to make Kent a great place to live. **Kent County Council already works every day in every community in Kent** – including through our Community Wardens, Children's Centres, youth services and adult social care services, supporting people where they live. We want to make this vital work more visible, so people know that we are there to help.

We are already making good progress, for example we are a pilot area for the Government-funded 'Breaking Barriers' project to improve wellbeing and delivering our Libraries, Registration and Archives Strategy which demonstrates how community services can support people to live well. However, we know there is still more we can do to join up better within the council and with our partners, to take more effective action to support and strengthen communities.

### KCC's 5 Year objectives

- Recognise and celebrate the day to day work of our staff in local communities
- Deliver local 'Breaking Barriers' projects and other community-based wellbeing initiatives
- Deliver the Libraries, Registration and Archives Strategy, as anchor points within communities
- Develop the wider library offer for vulnerable and isolated people

### Enjoying life in Kent

Kent is a fantastic place to live, with a stunning natural environment, a wealth of history, arts and culture to appreciate and enjoy. This has been the standout feature of regeneration in East Kent's coastal communities, including the Creative Quarter in Folkestone and Margate Old Town. Culture is a key driver for the prosperity of the county and the creative economy is one of the fastest growing sectors in the UK. We want to continue to leverage investment in **arts and culture**, creating experiences that people of all ages can enjoy, that attract visitors and residents to explore new aspects of all Kent has to offer. We will work with our partners to protect and preserve Kent's unique **heritage and historical assets**, which are an important part of the distinctive local character of the county.

We know that people's leisure time is valuable to relax and enjoy activities with friends and family. **Sport, leisure and community activities** are important to bring people together from a diverse range of ages, faiths and backgrounds. We want to support community activities that people can enjoy locally, targeting our grant funding to make these sustainable and encouraging innovative new ideas to thrive and succeed.

#### **KCC's 5 Year objectives**

- Invest in cultural infrastructure where there is proven potential for growth and prosperity
- Support cultural and digital activity that increases community engagement
- Continue to support sports in Kent schools, as a vital part of an active childhood
- Invest in community-led sports, arts and leisure opportunities in local areas

#### **Collaboration with partners**

- Work together to protect Kent's unique heritage and historic sites, including conservation areas and Heritage Action Zones
- Progress shared arts and culture projects with our partners, including the Arts Council
- Showcase Kent's reputation as a creative county locally, nationally and internationally
- Develop Kent's tourism offer, to grow the visitor economy

#### *A stronger Civil Society*

We are developing a **Civil Society Strategy** to create a stronger relationship with the vibrant Voluntary, Community and Social Enterprise (VCSE) Sector that operates for social good, enhancing our communities and the lives of our residents. Our relationship with the social sector must go beyond simply those that we commission services with - the majority of organisations have no financial relationship with the council but are embedded in our communities and shapes the places we live. We want to support these organisations to continue to do great things within their communities and allow them to flourish.

We want to engage with the diverse range of organisations, including registered charities, community and resident groups, social enterprises and active individuals within our communities. We know it is these organisations that help to build connected communities and make a valuable contribution to Kent's economy. A strong civil society is central to the identity of 'place'.

We will ensure we create the right environment for strong, cohesive and resilient communities to thrive and help each other, driven by a strong sense of **social responsibility**. Our relationship with civil society and the support we provide will help to facilitate innovative local action, support organisations to grow and respond to the needs of communities.

#### **KCC's 5 Year objectives**

- Deliver KCC's Civil Society Strategy
- Develop a new support offer for the social sector, including grass-roots community activities
- Develop a new model to enhance the role of Members in championing their local communities.

#### **Collaboration with our partners**

- Working together to ensure the social sector has the capacity to meet the needs of communities
- Actively support district, borough, parish and town councils, cultural organisations and community groups who play an active and important role within their local community
- Support the delivery of the Kent Association of Local Council's 5 Year Plan

**Ask of Government**

- Provide sustainable funding to counties to deliver the aims of the national Civil Society Strategy

*Investing in the voluntary, community and social enterprise sector*

Kent has a diverse and thriving VCSE sector, with a total income of £397.7 million in active voluntary organisations. We understand there are challenges for the sector including to secure the funding they need to remain independent, sustainable and resilient. Representatives of the sector have also told us that they would value more opportunities to **collaborate** with other organisations to achieve their goals and to be able to communicate more widely about what they can offer.

To support the sector we need to increase **access to blended funding** (including grants, crowdfunding and social loans) and create opportunities for networking with other VCSE organisations, businesses and KCC. VCSE organisations have told us that accessing **business support** and expertise in order to grow and develop can be a challenge. We will work with the sector and with our partners and local businesses to allow them to more easily access affordable expert advice and support.

**KCC's 5 Year objectives**

- Develop a new business support offer for VCSE organisations
- Create an ongoing and open dialogue with the VCSE sector
- Expand our commitment to provide networking opportunities for the VCSE sector
- Transform our grant funding, including exploring crowdfunding and new commissioning models

**Collaboration with our partners**

- Renew our relationship with the social sector to recognise the diversity of VCSE organisations
- Work together to advocate the VCSE sector and value their contribution to the local economy

*Supporting rural communities*

Kent's rural communities have a strong sense of identity and community, with a diverse range of community led activities and groups. We want to support and encourage this **community action**, where rural communities are coming up with innovative ideas of what works best for their local area.

However, we know that rural areas can also experience challenges in terms of isolation, accessibility of public services, availability of public transport and speed of broadband. We want to consider how KCC services can better support rural areas, for example supporting small rural schools and delivering social care in isolated areas where there can be difficult employment issues. We need to work with our partners to tackle some of the unique community safety issues that may impact landowners, businesses and residents. We will develop an ambitious **Rural Strategy** to address these challenges, empower rural communities and better support rural life in Kent.

**KCC's 5 year objectives**

- Develop an ambitious new Rural Strategy, to better support rural life and access to services
- Support community action and enterprise in Kent's rural communities
- Tackle rural safety issues which are important to local communities

**Ask of Government**

- Support the work of Parish Councils in rural communities

#### **Ask of Government**

- Enhance national funding programmes to support community action in rural communities

#### Feeling safe

We know that Kent is a safe county to live in. 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 community. 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.

The important local intelligence that Community Wardens provide means we understand the distinctive challenges in Kent's communities from rural villages to urban town centres. This is part of our wider work with a wide range of frontline staff who work in local communities, such as Trading Standards, to bring together intelligence to protect people from issues such as scams, doorstep crime and unsafe goods. We want to join up our **enforcement** intelligence with partners to provide more targeted support to help people feel safer in their local environment.

We are committed to delivering shared priorities through the Kent Community Safety Partnership. The joint **Kent Community Safety Team** brings together staff from Kent Police, Kent Fire and Rescue Service and KCC to promote joined-up working, working with local teams to provide a visible deterrent for crime and anti-social behaviour. We continue to work closely with local Community Safety Partnerships, district and borough councils, Police Community Support Officers, Community Wardens and Kent, Surrey and Sussex Community Rehabilitation Company at a district level to complement the work of the county partnership – the combined work of these partnerships and delivery of shared priorities within our plans has great potential.

#### **KCC's 5 Year objectives**

- Invest in KCC's capacity in the Kent Community Safety Team
- Invest in restoring and strengthening the capacity of Community Wardens
- Enhance the Community Warden Volunteer Scheme
- Extend the roll out of Community Wardens in urban areas
- Take action and share intelligence on doorstep crime, with a leading role for Trading Standards

#### **Collaboration with our partners**

- Deliver the shared action plan for the Kent Community Safety Agreement
- Support the delivery of shared priorities in district Community Safety Plans and the Police and Crime Commissioner's 'Safer in Kent' Plan
- Create a joint partnership campaign to tackle perceptions of crime and anti-social behaviour
- Work with the Police and Crime Commissioner and Kent Police to enhance resources for a visible community safety presence in town centres
- Work with Kent Police to protect older and vulnerable people from fraud and cyber crime
- Explore with Kent Police, Universities and other local authorities the potential for predictive analytics to identify causes and new challenges in crime and public safety

- Work with the providers of probation services on effective rehabilitation to reduce re-offending
- Work with the Port of London Authority, Royal National Lifeboat Institution, HM Coastguard and emergency services on water safety and life-saving equipment for waterside developments

### A joined-up response

We work collaboratively with national and local partners to keep Kent a safe place to live, promoting a **'joint multi-agency task force'** approach in Margate and supporting a targeted operational response where required on serious issues such as gangs and county lines and underlying causes such as substance misuse and isolation. We want to do more to support partners to come together in a joined-up community response to work together on key issues.

We are joining forces with the Police and Crime Commissioner and statutory partners to deliver local projects on issues such as victim support, reducing re-offending and mental health. We also support the implementation of **multi-agency operations** across the county to tackle violence, substance misuse and keep vulnerable people safe in the night-time economy.

Our multi-agency response to **gangs, youth violence and knife crime** targets our activities to disrupt and enforce as well as support gang members and those affected by gangs. We work together on preventative support for vulnerable adolescents experiencing or at risk from isolation, trauma and exploitation and take action where this occurs in the county. These are complex issues which can have a devastating impact on victims, their families and whole communities. We are joining up work with partners to create local interventions that make a real difference and impact in local communities, including Violence Reduction Units and innovative work in North Kent and Medway on tackle serious youth violence.

We have worked closely with partners to develop a new multi-agency strategy to deliver appropriate responses to people affected by **domestic abuse** in Kent and Medway. This is not only an important community safety issue; it has wider impacts on communities and individual future life chances. We want to tackle wider challenges that can be underlying factors in domestic abuse such as education, housing, physical and mental health and employment. By working together more effectively we can pool our resources and improve our response to domestic abuse.

We have a lead role in delivering the **Prevent** Strategy in Kent, working with Police, health and district and borough councils. We will continue to protect vulnerable children, young people and adults from being drawn into terrorism, minimising the threat of extremism and radicalisation and keeping our county and the people in it safe.

### **KCC's 5 year objectives**

- Recommit and prioritise KCC's role in supporting Margate's Multi-Agency Task Force
- Learn from what has worked in the North Kent and Medway pilot on youth violence
- Deliver the action plan for the KCC Knife Crime Select Committee
- Effective sharing of information and data to protect against serious and organised crime
- Develop a task force model in target areas needing a multi-agency problem solving approach

### **Collaboration with partners**

- Work with partners to better co-ordinate and target community-based resources
- Support Kent and Medway's new approach to understanding and managing adolescent risk
- Support Kent Police in their expansion of Violence Reduction Units
- Contribute to achieving the priorities in the Kent and Medway Domestic Abuse Strategy

- Support multi-agency operational responses on gangs, violence, extremism and knife crime

#### Ask of Government

- Provide adequate funding to local authorities for statutory responsibilities for domestic abuse

#### Safeguarding

One of our core purposes as a council is to work with partners to safeguard children and adults at risk of abuse, harm or neglect. In a statutory leadership role, we've worked collaboratively to introduce new shared **children's safeguarding** partnership arrangements in Kent and Medway, to help protect the most vulnerable. We now need to use this to accelerate better joined up working with statutory partners with a 'shared and equal duty' to safeguard and promote the welfare of vulnerable children and young people.

We also protect **vulnerable adults** at risk of harm, whether this is at home, in the community or in care settings. Making Safeguarding Personal is an essential part of all our work. We engage people in conversation about how best to respond to their safeguarding situation in a way that enhances involvement, choice and control, working with our partners to improve their quality of life, wellbeing and safety. For both adults and children, we review cases to see how we can improve the quality and consistency of our practice to keep people safe from harm.

#### Collaboration with partners

- Progress targeted work with Health and Police through the Kent Safeguarding Children Multi-Agency Partnership and Kent and Medway Safeguarding Adults Board

#### Safer journeys

The growing volume of car traffic in the county impacts on how safe Kent's residents feel on their daily journeys. It is essential that the quality of our roads and pavements supports everyone to travel safely. We want to tackle speeding and improve road safety, particularly in rural areas and around Kent's schools.

We want to do more to create a cohesive rural road network, which promotes safety and avoids traffic congestion in towns and villages. We will work with partners to address issues such as the quality of **pavements**, parking allocation in new developments and **on-street parking** which affect people's feeling of **safety and accessibility**, especially for those with disabilities and young children.

#### KCC's 5 Year objectives

- Deliver new road safety interventions to address speeding in rural towns and villages
- Investigate the use of road safety cameras in specific circumstances to reduce speeding
- Investigate the introduction of 20mph speed limits by schools during school arrival and pick up

#### Collaboration with partners

- Refresh the Casualty Reduction Strategy to make journeys safer in Kent
- Support enforcement work by Kent Police and the Kent and Medway Camera Safety Partnership

## Stronger and safer Kent communities

- Kent Cultural Strategy
- Voluntary and Community Sector Policy



- Social Isolation and Loneliness Select Committee Report
- Libraries, Registration and Archives Strategy
- Kent Community Safety Agreement
- Kent and Medway Domestic Abuse Strategy
- Kent Multi-Agency Children's Safeguarding Partnership Frameworks
- Casualty Reduction Strategy (*to be refreshed in 2020*)
- *Civil Society Strategy (launched 2020)*
- *Adult Social Care and Health Strategy (launched 2021)*

## Outcome 6: Opportunities for children and young people



### Our ambition

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

### A county that works for all children

We want children and young people in Kent to have the best possible future. Our vision is that all Kent children should feel safe, secure, loved, fulfilled, happy and optimistic. Our **statutory responsibilities** mean we play an important role in providing quality school places, giving children the healthiest start in life and protecting vulnerable children and families from harm. We need **sufficient funding** from the Government to support high quality services for children and young people, including early years, social care, mental health and special education needs and disability.

As the education landscape continues to evolve with the move towards academisation and free schools, a key role for the local authority is to **champion children, young people, parents and families**. Kent County Council is absolutely committed to this role, particularly to advocate for early help and preventative support for vulnerable students. We work closely with those at risk of exclusion or isolation, those in elective home education and our fair access offer helps to provide the right wrap-around support within the education and children's services system. We need to continue to listen to students and families and work with schools, academies, early help and children's social care services to provide more integrated support for families through our Change for Kent Children programme.

Kent is a great place to grow up, with excellent schools providing high quality education, fun and fulfilling things to do and a broad range of opportunities for the future. We know there are also areas where we need to do more for our children and young people, including to support those with special educational needs and disabilities to live a good life and reach their potential. The mental and emotional health and wellbeing of our children and young people is a priority for the council and our partners and we will do more to support them to be **resilient**.

We know that wellness is a priority for Kent's young people and is an important part of an active, healthy lifestyle. We recognise the role **sports, physical activity and outdoor spaces** play in providing new opportunities for young people and to encourage healthy choices, so we want to continue our work with partners to create a positive range of activities for young people. **Arts, music and culture** opportunities are also essential in equipping young people for life, fostering creativity for the future.

### KCC's 5 Year Objectives

- Raise awareness of the work we do to support children and young people in local communities
- Champion vulnerable students and their families so they get the education support they need
- Involve children, young people and families in the design and delivery of services
- Promote opportunities for children and young people to connect with nature, arts and culture

**Collaboration with our partners**

- Work with the VCSE sector, public sector partners and businesses to provide safe places for young people to enjoy positive activities, including outdoor space to learn and play
- Work with Sport England's Active Partnerships and district sports trusts, local children's partnerships and leisure centres to provide opportunities for young people to be active

**Ask of Government**

- Deliver sustainable, fair funding models for children's social care, public health, mental health and disability services
- Give substance to the role of the local authority in championing children and families within the education and children's services system

*The best start in life*

Improving children's health and wellbeing begins by giving every child the best start in life. This starts from adopting a healthy lifestyle during and after pregnancy, with our **health visiting** services visiting 99% of babies within 30 days of birth and providing over 67,500 checks a year. Parents and carers, of course, play the most important role in the development of resilient, more confident and physically and emotionally healthy children, but we are there to provide additional support where this is needed. The quality of **housing** and accommodation is also essential to a good start in life and we wish to work with our partners on the role of housing to help improve wellbeing and support children and young people to reach their potential.

The **early years** are critical, so it is important that we do all we can to work with families to prepare children to be ready for school. We are working to improve the take up of quality early education places for targeted two year olds and ensuring greater numbers of children achieve a good level of educational, cultural and social development to narrow the achievement gap.

KCC has a statutory duty to improve the health of the population, which includes health and measurement checks for school age children. One in five primary school children in Kent are obese or overweight, so we work with parents and children to set **healthy habits for life** around healthy eating, physical activity and nutrition. In partnership with health, we are targeting our work with children living in deprived areas, those with learning disabilities, autism, those in care and care leavers.

**KCC's 5 Year objectives**

- Deliver Public Health action plans to give children and young people the best start in life
- Ensure more children benefit from the uptake from high quality early education, particularly disadvantaged two year olds
- Continue to deliver early years libraries activities and the successful Summer Reading Challenge

**Collaboration with our partners**

- Work with early years providers to ensure children are school ready
- Work with partners on suitable, safe accommodation for children and young people

*Prevention and early help for children and families*

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, young people and their families. We work closely with our partners to enable children and families to get the right support they need to

improve their outcomes and life chances. We are re-shaping services by **listening** to our children and families and learning from what works both locally and nationally.

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. Our new **Adolescent Service** will be an important part of targeting support for vulnerable young people, including those at risk of exclusion, isolation and exploitation, in a better, more integrated way. We will also progress a multi-agency response with partners such as Kent Police to divert young people who are at additional risk of offending, youth violence or involvement with gangs and county lines.

We will always protect the children who are in our care, and we are ambitious for their futures. Our **corporate parenting** responsibilities for children and young people in our care and care leavers provide a clear shared commitment with our partners to keep them safe. Our ambition is to be the best Corporate Parent we can be and what any parent should to promote the safety, health and welfare of their child.

As with many counties, the demand for children's social care and disability services is growing, but Kent's position as a gateway county and proximity to London means we can experience additional pressures such as the placement of vulnerable children and families from other authorities. To deliver our statutory duties for Kent's growing communities we need sufficient and **sustainable funding** to secure the right education, social care, public health and disabilities provision to meet our current and future needs.

#### **KCC's 5 Year objectives**

- Progress the Change for Kent Children programme, integrating services to better support families
- Learn from best practice in prevention and early help
- Developing the Kent Academy to provide professional development for staff working to support children, young people and adults
- Promote our corporate parenting responsibilities for children in care and care leavers
- Improve stability for children in care by expanding in-house and provider placement options

#### **Collaboration with our partners**

- Work with partners to provide one clear route for children and families to get help from all the services they need in one place
- Explore more integrated ways of supporting children and families experiencing issues with mental health, domestic abuse and substance misuse
- Work with Kent Police to target work with young people at risk of offending or exploitation
- Challenge London Boroughs on the inappropriate placement of vulnerable children in Kent

#### Quality education

Kent's residents highly value the excellent quality of education in Kent's schools, which open up opportunities for children and young people. We have a strong track record over the last 7 years in improving the quality of primary education, but we know we need to do even more to close the **achievement gap** for vulnerable and disadvantaged learners, particularly at Key Stage 4.

We want to ensure that there are **good and outstanding school places** available for everyone, in every part of the county. As the county continues to grow, we need an appropriate supply of good

school places and to work with our education partners to ensure families have a good **choice of education and training options** in their local area, including free schools.

We will continue to work with the Department for Education to secure **adequate funding** and clarity on future funding to allow us to effectively plan ahead. We also want to ensure there is sufficient funding to keep our school buildings safe and well-maintained for the future.

#### **KCC's 5 Year objectives**

- Raise school standards and closing the gap for vulnerable groups at all Key Stages
- Targeted work to further close the attainment gap for vulnerable groups at Key Stage 4
- Deliver the Education Commissioning Plan to meet the requirements of future demand for school places
- Make the right level of capital investment in our schools and children's social care estate so we can keep Kent's schools safe, warm and dry and create the right facilities for the future
- Improve education outcomes through our The Education People company

#### **Ask of Government**

- Provide sufficient funding for school place provision and quality education buildings, so Kent has the right facilities for the future

#### *Action on Special Educational Needs and Disabilities (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 result of our **Ofsted and Care Quality Commission (CQC) inspection**, we are focusing on designing better, more inclusive services to improve the quality of services for children and young people with SEND. We recognise that all too often the experience of SEND young people and their families has been poor. We have been progressing our SEND action plan to make rapid improvements, supported by investment across KCC and health services.

All key partners involved in offering services to children with SEND are committed to making the improvements required and to ensure that there are sufficient resources available to do this. We are equally determined to change the way we work with families, moving rapidly to a greater openness, engagement and where appropriate, genuine co-production.

We have now integrated the Children with Disabilities Team with our wider Children, Young People and Education services, to join up services and better support children and young people with disabilities, their families and carers. The team is reviewing the experience of **neurodevelopmental services** (including autism and Attention Deficit Hyperactivity Disorder) to better support those with complex needs.

#### **KCC's 5 Year Objectives**

- Deliver rapid improvements in our action plan for Special Educational Needs and Disabilities
- Transform services for children with disabilities and neurodevelopmental conditions as part of the Change for Kent Children programme

#### **Ask of Government**

- Provide sufficient High Needs funding to support better services for children and young people with SEND
- Lead significant change in the whole SEND system, in response to the national SEND review, in addition to delivering a sustainable funding model

Children and young people's mental health and wellbeing

We want every child in Kent to have the emotional resilience to deal with challenges and reach their potential. The **mental health** of children and young people is a priority for KCC and we want to enhance emotional and mental health support services including those based in schools and colleges. We welcome working with Kent Police and health partners to identify children and young people who are in need of additional or specialist mental health support.

KCC is successfully delivering the **HeadStart** Kent programme which aims to help young people cope better when faced with difficult circumstances in their lives, preventing them from experiencing common mental health problems. As the programme completes in 2020, we will consider how to sustain and roll-out the resilience learning to all children and young people across Kent.

Where children and young people do experience mental health problems, we want to ensure that they receive the right support at the right time. We will commission high quality mental health services for children and young people and ensure that they have the capacity to meet demand to avoid delays in receiving support. Our children's and adults services are working closely together to help make a smoother transition and continuity of support for young people needing mental health services as they reach adulthood.

**KCC's 5 Year Objectives**

- Complete the £10 million Headstart programme
- Use the learning from the Headstart programme to enhance resilience and wellbeing across Kent
- Expand emotional and mental health support in schools
- Effectively commission high quality and timely child and adolescent mental health services

**Collaboration with our partners**

- Work with education partners to develop support for mental health in schools and colleges
- Work with Kent Police's proposed Schools' Officers and Community Safety Units to identify children and young people who need additional or specialist mental health support

A countywide youth offer

We know that our residents want a consistent county-wide offer of positive opportunities for young people. We want to enable an ambitious **youth offer** that is accessible for all young people, but also targets resources for young people in deprived areas or who may experience social isolation. We already support open access youth services and district early help hubs, which are available for all young people across Kent. We have made additional investment in street-based youth work, targeted at hard to reach young people in every district in Kent. We want to better enable community led activities, further invest in the youth offer at a local level and maximise developer contributions to create modern youth facilities. We will consider the national review of youth provision and talk to youth work professionals and young people to explore what investment is needed to best support our ambition.

We highly value the **preventative impact** that youth services, sport, culture, nature and leisure can provide in tackling social problems such as anti-social behaviour and reducing youth offending. We will work with our partners to ensure that the youth offer is inclusive and open to those who would benefit most from new opportunities, which might not otherwise be accessible to them.

We want to work with district, borough, parish and town councils and the VCSE Sector to increase the number of safe places for young people to undertake positive activities within their community. Some of the most creative and successful activities for young people are **led by communities themselves** – they know what works best for their local area. Where communities want to lead activities for a broader range of young people, we want to support them to find the right funding to make this sustainable and successful.

#### **KCC's 5 Year objectives**

- Recommissioning the Early Help Children and Young People's offer within Kent
- Develop an ambitious and creative youth offer to maximise opportunities for young people
- Invest in expanding street-based youth work in every district in Kent, targeted at hard to reach young people
- Target preventative services for children and young people who are most in need

#### **Collaboration with our partners**

- Work with district, borough, parish and town councils to bring in additional developer contributions for community and youth facilities
- Work with Kent Youth County Council on priority campaigns for young people

#### Opportunities for the future

Developing **skills for life** starts at a young age. We have a convening role in skills and want to work collaboratively with schools, the further and higher education sector and Kent businesses to help young people find the right skills and career opportunities that meet their needs. We will start the conversation about the opportunities that are open to children and young people far earlier in primary and secondary education.

We will continue to promote relevant **apprenticeships, technical and vocational training** to provide a choice of high-quality training options that suit the interests and ambitions of all young people. We want to open up opportunities for young people to develop skills to take on vital jobs in health and social care, which can be rewarding and fulfilling careers and help to close some of the sector's workforce gaps.

We want to create more opportunities to build the confidence, resilience and sense of ambition amongst young people, so they have brighter hopes and aspirations for the future. We want to ensure that all young people have the right **work-related, creative and social skills**, such as communication and leadership skills, to fulfil their potential.

Once they have developed the right skills, we want to encourage young people to stay in the county and build a positive future in Kent. To do so we need to work together to ensure they can use their skills to access quality jobs and make sure there are affordable housing options available for local people.

With our corporate parenting role it is important that we do not just focus on education but do all we can to support care leavers to have access to **affordable housing** and accommodation as they progress to working life. We want to explore how we can use Council Tax discounts for care leavers to give them a head start in their adult life.

#### **KCC's 5 year objectives**

- Deliver our 16+ Review and All Age Skills Strategy to examine education, training and career pathways for young people

- Promote opportunities for young people to pursue a career in health and social care
- Introduce Council Tax discounts for care leavers
- Maximise the Apprenticeship Levy to promote career pathways for young people

#### **Collaboration with our partners**

- Promote social, communication and resilience skills for young people to help them access job opportunities and achieve their potential
- Work closely with further and higher education partners, particularly to encourage young people from different backgrounds to pursue education and training opportunities
- Support district and borough growth projects that create opportunities for young people from disadvantaged backgrounds
- Support initiatives that enable primary school children to have experiences of technical and vocational education, at an earlier age
- Provide the right advice on affordable housing options for care leavers

### **Opportunities for children and young people**

- Children, Young People and Education Vision and Priorities for Improvement
- Kent Commissioning Plan for Education Provision
- Early Years and Childcare Strategy (*to be refreshed in 2020*)
- Kent's Strategy for Vulnerable Learners
- Strategy for Children with Special Educational Needs and Disabilities
- Children in Care and Care Leavers Strategy
- 14-24 Learning, Employment and Skills Strategy



## Outcome 7: Quality health, care and support



### Our ambition

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

### *Promoting health and wellbeing*

We want to support a happy and healthy society in Kent, with good health and wellbeing at every stage of life. Our statutory public health duties mean we have a leadership role to encourage **personal and community responsibility** for health and wellness throughout people's lives. We want to improve and protect the health of everyone in Kent and reduce health inequalities to close the gap in outcomes for different communities across the county, going further and faster to improve outcomes in our most deprived areas.

We are passionate about actively improving the **wider determinants of health** across Kent's whole population. Put simply people are healthy when they have a good start in life, reach their full potential and have control over their lives. This includes a healthy standard of living, quality housing, good jobs and working conditions, engaging in supportive communities and access to quality green spaces.

Our focus on prevention helps people feel and stay well and helps to tackle **social isolation and loneliness** at all ages across Kent's communities. Our role runs from providing the best start in life through maternal health services, health visiting and children's centres, to promoting wellbeing as the foundation of workforce productivity, and supporting ageing well. **Health checks** are important to spot problems early and support people with good advice to live a healthier lifestyle.

We cannot do this alone, we need to work closely with the NHS, district, borough, town and parish councils, and the VCSE sector for the benefit of all Kent's residents. An important part of our partnership working is with local planning authorities in the role of housing in supporting and addressing health and care needs, particularly housing provision for older people. Health and wellbeing spans all our outcomes and the work of all these organisations – we need to be ambitious about making progress to **improve the health of the whole population**.

### KCC's 5 year objectives

- Develop a new Health and Wellbeing Strategy to reduce health inequalities across Kent
- Deliver two local community pilots on 'Starting Well, Living Well and Ageing Well'
- Deliver a countywide programme of health checks
- Progress Public Health Action Plans and campaigns to support our statutory responsibilities

### Collaboration with our partners

- Support the NHS 5 Year Plan workstreams, including Mental Health, Workforce and Prevention
- In our Public Health role support health partners to deliver the Sustainability and Transformation Partnership Prevention Strategy and Action Plan to tackle health inequalities
- Use the Joint Strategic Needs Assessment (JSNA) and the Case for Change as the evidence base for commissioning and service interventions
- Continue the work with district and borough councils to make the best use of the Public Health Grant and deliver local health and wellbeing projects

- Progress our work on '6 Ways to Wellbeing' to improve the health of Kent's population
- Work with partners to support active participation in arts and culture to enhance wellbeing
- Creative work with district and borough councils to share what works to promote healthy living
- Work with local planning authorities on the role of housing and infrastructure to support health and care needs
- Work with parish and town councils on community-based health and wellbeing projects
- Develop a shared evidence base of what good looks like to inform future prevention work

#### **Ask of Government**

- Continue to prioritise national funding for prevention

#### Sustainable social care

Alongside our ambition to support wellbeing and independence, we will never lose sight of our **statutory duties** to support and safeguard the most vulnerable in our society with quality social care and family support services. This includes the full spectrum of services from support in communities to help people stay independent, to specialist residential nursing care. We strive to deliver the best services we can with the resources available.

Yet to effectively deliver our statutory responsibilities, the Government needs to ensure that social care and public health services are **adequately and sustainably funded**. The way these services are funded must be fair to all the people who need them. We work closely with our partners to stand up for Kent's interests with Government when we need to respond to legislative and funding pressures.

Kent County Council commissions hundreds of millions of pounds of social care support in local communities, including residential, nursing and care homes. It is part of our statutory responsibility to provide a **sufficient social care market** to deliver quality services for local people. Within Kent we must promote **choice** through a diverse social care market, working with a range of independent and VCSE sector providers. We want to promote **social value** in the way we commission children's, adults and public health services. This means we make a conscious effort to ensure that any external services we purchase are positively contributing to the long-term wellbeing and resilience of individuals, communities and society in general.

A key challenge for sustainable social care is the right **workforce**. We are working closely with our partners on shared health and social care workforce ambitions to make Kent a great place to live, work and learn. We have a joint workforce strategy to address our workforce challenges, create career pathways across health and social care services and do all we can to support and develop our staff.

We will continue to actively lobby the Government to provide clarity on the long-term model for **adult social care**. We will continue to champion the needs of self-funders to retain more of their hard-earned assets for their families.

#### **KCC's 5 year objectives**

- Work creatively with a range of social care providers, including care businesses, social enterprises and charities, to develop a more sustainable social care market
- Progress our learning and development hub work to increase the number of outstanding quality ratings from the Care Quality Commission
- Renew our national campaign offer to recruit and retain staff in the social care sector

**Collaboration with our partners**

- Deliver the Sustainability and Transformation Partnership Workforce Transformation Strategy

**Ask of Government**

- Provide clarity on how social care and public health will be adequately and sustainably funded by delivering the Social Care Green Paper
- Deliver sustainable, fair funding models for social care, public health, mental health and disability services

*Integrated health, care and support*

Being able to access **local health care services** is essential to everyone's quality of life in Kent and being able to get a GP appointment and hospital care when it is needed is a high priority for our residents. Although this isn't within Kent County Council's direct responsibility, we work with our NHS partners to plan for the right health and care infrastructure to meet the needs of our communities, including areas with housing growth and where people's needs are changing and they want better support closer to home in their local area.

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 want to make some changes to how we are organised to enable us to provide better and more joined-up services. As a partner to the ICS we are working more closely than ever with our health colleagues to ensure we are bringing together the full potential of our organisations to improve outcomes for all our residents. By working closely with the independent sector there is a tremendous opportunity to maximise resource, service and budgets across health and social care. Integrated systems allow for approaches at scale but we should work together to ensure we do not lose the focus on local need.

**Local Care** models will be an important part of the future solution in Kent to provide high quality, proactive, coordinated care that is easier to access and will enable people to live independently for as long as possible in their home setting. We are supporting the Local Care model by providing professional expertise for multi-disciplinary teams and Primary Care Networks, (GPs and GP practices working together with other GPs and with local professionals in their community) to promote choice about where, when and how people access services. This will help to give people better healthcare options, with improved access to expert services in their local area.

We continue to work closely with the VCSE Sector and GP practices to deliver **care navigation and social prescribing** as positive options to help people to stay well and play an active role in their community. This complements our wider work on **connected communities** to help older and vulnerable people be engaged in positive activities in their local community.

**KCC's 5 Year objectives**

- Develop our care navigator model so people can easily access support in their local community
- Expand our approach on social prescribing, including place-based public health initiatives
- Clearly communicate KCC's role as a key partner to the Integrated Care System

**Collaboration with our partners**

- Continue our work with partners to provide one clear route for adults with mental health, social care or health needs to get help from all the services they need in one place

- Support the development of the Kent and Medway Integrated Care System, including the development of a Kent-wide clinical commissioning group, integrated care partnerships and primary care networks
- Support the delivery of the NHS Long Term Plan and Local 5 Year Plan workstreams
- Develop Local Care models to create responsive health and social care services within local communities, working with health and VCSE sector partners

#### **Ask of Government**

- Clarify the role of local authorities in health transformation, in a way that respects our unique governance arrangements, statutory responsibilities and funding models
- Provide sufficient funding for health and social care services in local areas

#### Quality support in Kent's communities

We focus on **promoting independence** and **person-centred care**, whatever the setting. When people have health or social care needs, they need quality care, at the right time, in the right place, preferably at home or in their local community.

We want to help people live independent and fulfilling lives in their own homes and communities by using **digital innovation and technology**. Our Adult Social Care 'Being Digital' Strategy will be fundamental to delivering changes to modernise our services and embrace the opportunities of technology to complement more traditional forms of care and support. Technology will not be a replacement for in-person care and we need to be careful it does not exclude vulnerable people, but we believe it can bring improvements in efficiency, effectiveness and help improve the quality of care. New developments such as garden towns and communities are positive opportunities to develop digital and technology support for independent living.

**Community services** need the right capacity to support those with complex long-term issues, including those with special educational needs and disabilities, older people and adults who may find it harder to access help, for example those needing mental health, substance misuse or homelessness support. In particular, we know that **homelessness** is a challenge in many areas of Kent and we are part of a multi-agency action on this issue, with partners including district and borough councils, substance misuse charities and providers of probation services. We want to work with partners to put a more cohesive offer of support in place to meet people's needs and play an active role in prevention.

The role of **carers** (including young carers) is fundamental to support people to enjoy life at home, access activities in their local communities and live independently for longer. Carers are the backbone of our society and are highly valued for the vital work they do. We need to make it easier for carers to access the **information, advice and guidance** they need, by embracing digital innovation. We need to make sure that carers have high quality support and respite care to protect their resilience and wellbeing as they continue to care for loved ones.

#### **KCC's 5 Year objectives**

- Create an ambitious new Adult Social Care Strategy by 2021
- Develop an integrated model of support for carers, including provision of respite services
- Develop a new KCC Technology Strategy to progress opportunities for digital innovation

#### **Collaboration with partners**

- Look at ways of mapping community groups and organisations to help match people with social prescribing opportunities
- Join up services for vulnerable people in our communities, including homelessness, addiction and communicable diseases such as tuberculosis and hepatitis
- Work with the Business Advisory Board and Chambers of Commerce to develop a Business Carers Pledge to support carers in the workforce

### Mental health and emotional wellbeing

KCC directly manages adult social care mental health services with an ambition to transform the quality of support. Our **'Live Well Kent'** services connect to local VCSE sector organisations that promote emotional wellbeing, to help people to become more independent and confident, meet new people, get better skills or find a job. From 2020, new innovation grants will support local groups to deliver creative ways for young people aged 17-25 to develop resilience, learn new skills and to enhance physical wellbeing. The partnership is providing a more consistent offer for mental and emotional health and wellbeing services across Kent, promoting independence and preventative interventions to keep people well in their community.

When people need more support, locally based **Community Mental Health Teams** are delivering integrated and targeted support within communities, bringing together multi-agency partners to enhance social inclusion and work consistently together when people are in crisis. We want to improve the quality of local mental health support, including through the integration of mental health into Local Care arrangements across Kent and Medway, with strong relationships between different professionals helping us to work better together to support people when they need it most.

Promoting **mental wellbeing** will continue to be a priority. We will work together to reduce deaths by suicide and continue to support prevention and access to help such as through our 'Release-The-Pressure' campaign.

Every person with **dementia**, their carers and families should be supported to live well, be as independent as possible and receive high quality, compassionate care from diagnosis through to end of life care. We will continue to champion Dementia Friendly Communities, which means promoting positive activities in local communities so people with dementia, and others including people with learning disabilities, mental health and autism, feel supported and less isolated. We will work to deliver the right support in all care settings, whether home, hospital or care home.

#### **KCC's 5 year objectives**

- Promote Dementia Friendly Communities across Kent
- Target support for people living with dementia, their families and carers in specific communities
- Increase mental health awareness through networking opportunities, campaigns and training

#### **Collaboration with partners**

- Work with the NHS on the Mental Health Matters 365 hotline, 'Release the Pressure' campaign and 'safe havens' to provide support to people outside of core hours
- Work with partners including health and Kent Police on crisis care for people experiencing acute mental health problems to make sure we work together to respond in the right way

#### **Ask of Government**

- Provide further investment in local mental health services

## Quality health, care and support

- Your Life, Your Wellbeing
- Kent and Medway Joint Health and Wellbeing Strategy
- NHS Sustainability and Transformation Partnership (STP) 5 Year Plan
- Sustainability and Transformation Partnership (STP) Prevention Strategy
- Kent and Medway Joint Strategic Needs Assessment/Case for Change
- Being Digital Strategy



## How will we measure success?

We need a clear way to know if we are making progress on our outcomes and objectives over the next five years.

Measuring long-term outcomes can be difficult to do, especially when individuals, communities and partners all play a part in making a difference to outcomes, not just the work of Kent County Council. But it is essential that we have a deeper understanding of what progress we are making and why, to help keep us on track throughout the next five years and make necessary improvements.

We need to understand our direction of travel and take a more rounded, discursive view of our outcomes. This will need to balance **quantitative** data (including performance monitoring) with **qualitative** data (including resident and service user surveys, workshops and focus groups) so we can evaluate and explain our progress on the 5 Year Plan.

We are committed to developing a transparent and open **framework to measure the 5 Year Plan**, with oversight and challenge from Elected Members, who represent Kent's residents. We want to share what we are doing and talk about the changes we are making. It is important to understand the difference we are making in different parts of the county and to challenge ourselves if there are things we need to do to make better progress for the county as a whole.

We appreciate how wide-ranging the scope of the 5 Year Plan is, which is necessary to respond to the issues that residents, communities, businesses and partners think are important. We do not want to create an industry of complicated measures, instead we want to consider how we **prioritise areas for immediate action** to meaningfully assess our progress in the short term and draw together a balanced **summary of progress against each outcome** so we keep a line of sight on our direction of travel overall.

### What evidence will we need?

Traditional 'input' and 'output' **performance indicators** can be a helpful, tangible way to track progress over time. They provide evidence about trends over time to help assess our direction of travel. We will consider how we best use KCC's performance framework, including our Quarterly Performance Report, to closely monitor performance within our services with indicators that provide important insight into demand and budgets. However, with the 5 Year Plan we want to go a step further from measuring outputs and really understand the impact we are having on **outcomes** across Kent and at a local level.

Whilst we developed the 5 Year Plan, we listened to how our residents feel about their local public services and how they think things could be improved. Many have given their support to continue to be involved, which we welcome. We believe it is important to keep talking to people to understand how their experiences and perceptions change over time. We are committed to using qualitative approaches to create a deeper understanding of how changes feel from a **Kent resident perspective**.

Our frontline services are closest to understanding what impact we are having in local communities and their role in making a difference to both residents and service users. We will need to draw on

**service user** engagement and use their service information to value the contribution of individual services and projects.

We want to provide best value for Kent residents, so it will also be important to understand how our **budget** and investment in capital projects contributes to achieving better outcomes. We will use this to inform how we target additional spending on our priorities.

Outcomes also need to reflect the contribution of our **partners**. We will work together to see how we can bring different data together to create a more rounded view of progress across Kent.

### What evidence will we need?

We want to develop a framework to draw together all this evidence to tell a compelling story of how the 5 Year Plan is helping to improve quality of life in Kent. This supports the Government's idea of a '**Public Value Framework**' which is a way of demonstrating how public spending improves people's lives and wellbeing. This will help us to be efficient and effective and make us accountable to Kent's residents and communities.

Developing the framework will be a priority in 2020, but we will need to take our time to get it right and consider how we best use:



#### **Outcomes Based Budgeting**

Understanding what impact our investment and funding has on improving outcomes



#### **Strategic Delivery Plan Monitoring**

Progress on significant programmes, projects, contracts and change activity



#### **Community Needs Assessment**

Understanding our evidence base and identifying a baseline to measure against



#### **Quantitative Data**

Evidencing changes and trends in key performance indicators over time



#### **Qualitative Data**

Engaging with residents and service users to better understand their experience, attitudes, perceptions and how things are changing in local communities



#### **Logic Models**

Evaluating how things are changing and understanding why this is

## Detailed Plans and Strategies

Our plans and strategies set out the detailed actions that will help to deliver our outcomes.

### Strategic Delivery Plan

The [Strategic Delivery Plan](#) is a rolling plan that is refreshed every year. It sets out the top activities KCC will focus on each year to deliver each outcome and to modernise the council.



### Enterprise and investment

- Smarter, Faster, Together: South East Local Enterprise Partnership Economic Strategy
- South East Local Enterprise Partnership Skills Strategy 2018-2023
- *South East Local Enterprise Partnership Industrial Strategy (launched 2020)*
- *Kent and Medway Enterprise and Productivity Strategy (launched 2020)*
- *Skills Strategy (to be developed from 2020)*
- *Rural Strategy (to be developed from 2020)*



### Securing sustainable infrastructure

- Kent and Medway Growth and Infrastructure Framework
- *Creating Quality Places Framework (to be refreshed in 2020)*
- *Kent Design Guide (to be refreshed in 2020)*
- *Kent and Medway Housing Strategy (launched 2020)*
- Kent Broadband Programme



### Connected transport and communities

- Local Transport Plan
- Our Approach to Highways Asset Management
- Active Travel Strategy
- Cycling Strategies
- Freight Action Plan
- *Rail Action Plan (to be refreshed in 2020)*
- *Bus Strategy (to be developed from 2020)*



### A cleaner and greener Kent

- Kent Environment Strategy
- Kent Country Parks Strategy
- Fly Tipping Enforcement Plan
- Local Flood Risk Management Strategy and Flood Response Plan
- Rights of Way Improvement Plan
- Area of Outstanding Natural Beauty Management Plans
- *Kent and Medway Energy and Low Emissions Strategy (launched 2020)*
- *Kent Nature Partnership's Biodiversity Strategy (launched 2020)*



## Stronger and safer Kent communities

- Kent Cultural Strategy
- Voluntary and Community Sector Policy
- Social Isolation and Loneliness Select Committee Report
- Libraries, Registration and Archives Strategy
- Kent Community Safety Agreement
- Kent and Medway Domestic Abuse Strategy
- Kent Multi-Agency Children's Safeguarding Partnership Frameworks
- Casualty Reduction Strategy (*to be refreshed in 2020*)
- *Civil Society Strategy (launched 2020)*
- *Adult Social Care and Health Strategy (launched 2021)*



## Opportunities for children and young people

- Children, Young People and Education Vision and Priorities for Improvement
- Kent Commissioning Plan for Education Provision
- Early Years and Childcare Strategy (*to be refreshed in 2020*)
- Kent's Strategy for Vulnerable Learners
- Strategy for Children with Special Educational Needs and Disabilities
- Children in Care and Care Leavers Strategy
- 14-24 Learning, Employment and Skills Strategy



## Quality health, care and support

- Your Life, Your Wellbeing
- Kent and Medway Joint Health and Wellbeing Strategy
- NHS Sustainability and Transformation Partnership (STP) 5 Year Plan
- Sustainability and Transformation Partnership (STP) Prevention Strategy
- Kent and Medway Joint Strategic Needs Assessment/Case for Change
- Being Digital Strategy



## Find out more

You can find out more about our work on the 5 Year Plan, including supporting documents and accessible versions on our website.

[www.kent.gov.uk/5yearplan](http://www.kent.gov.uk/5yearplan)

