

'Kent's Future, Our Priority'

You Said, We Did

*How your feedback has shaped Kent County Council's
5 Year Plan 2020-2025*

Cabinet version for 2nd March 2020



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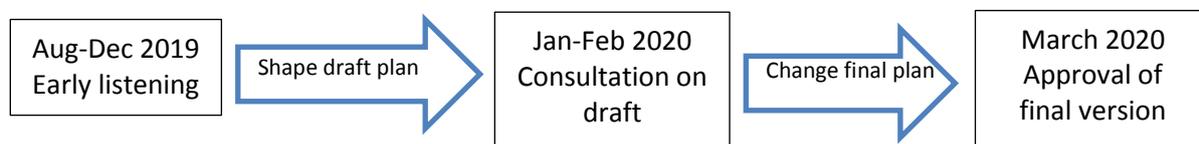
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How people have shaped the ‘Kent’s Future, Our Priority’ 5 Year Plan

Kent’s Future, Our Priority sets out what Kent County Council wants to achieve for all residents over the next five years. It is approved by the County Council in March 2020.

We want *Kent’s Future, Our Priority* to make a real difference to improving quality of life in Kent. To achieve this, we have worked to make sure that it has been shaped by the views, experiences and priorities of people in Kent. We started talking to people about what is important to them from Summer 2019, before we started developing the plan. These conversations informed our thinking from the beginning. After we had put together an initial draft, we held a consultation to give people another opportunity to tell us what they thought and help us improve the final version.

Over six months, we have heard from hundreds of people, who gave us thousands of useful comments that have shaped *Your Future, Our Priority*.



These are the groups of people we have talked to in our early listening phase and invited to respond to our formal consultation:

Residents



Young people



Businesses



KCC Members



Parish and town
councils



Public sector
partners



Voluntary, Community and
Social Enterprise Sector



KCC staff



Early listening – what people told us about their quality of life and priorities

During our early listening phase, we talked to people to understand what makes the biggest difference to quality of life in Kent and what KCC services people would like to see most money spent on.

Kent residents

We held detailed workshops with residents who live in Kent. We included people from every district/borough area in the county and made sure that we had a mix of people of different ages, genders, ethnicities, working status and some people with disabilities to reflect Kent’s population. 121 people took part in three workshops in different parts of the county during September 2019.

What makes the biggest difference to quality of life?



	Travelling around the county 34%
	Housing growth 25%
	Quality of public spaces 22%
	Opportunities for young people 10%
	Feeling safe 9%

Being able to travel around the county more easily to get to work, school and appointments was the issue that people talked about most when thinking about what would make the biggest difference to quality of life.

People would also like to know that when new houses are built, the right infrastructure for the community will come with it, including roads, health services and school places.

Residents care about the places they live in, and the maintenance and cleanliness of the local area as well as the quality of the environment makes a difference to quality of life.

What are your top spending priorities?



We asked residents to decide which KCC services should be prioritised for spending, bearing in mind that the budget needs to be split across all services. Top priorities were highways and education and youth services.

	Highways 49%
	Education and young services 41%
	Environment 38%
	Public protection 38%
	Older people social care 38%

Young people in Kent

We ran a quick poll on our website between September and November 2019 for young people (aged 16 to 25) to complete. We promoted this through our staff and partners who work with young people and social media. We wanted to understand what issues are most important to young people now and what they think will be most important to them in the next five years. 19 young people completed the poll online and a further 27 completed a paper copy. We also ran exercises at meetings of Kent Youth County Council (with young people aged between 11 and 18) and at the Young Adult Council which is made up of young people aged 16 to 25 who have experience of the care system.

Young people - most important to you and your life now



Wellness and wellbeing	22%
Protecting the environment	22%
Availability of affordable housing	9%
Being digital and connected	17%

These are the most important issues now for the young people who completed the poll. Looking ahead to 5 years' time, the availability of affordable housing and protecting the environment becomes even more important.

Members of Kent Youth County Council and the Young Adults Council prioritised the same issues. These were wellness and wellbeing including mental health, the environment and education and youth services and transport services. Members of the Young Adult Council most highly prioritised children's social care to give all children the best possible start in life.

Kent businesses

We ran a quick poll on our website between September and November 2019 for representatives of Kent businesses to complete and promoted this through business networks. We wanted to understand what issues are most important to businesses and what would support them to develop over the next 3-5 years. 12 responses were received. We also held a discussion with Business Advisory Board and looked at business and economic development plans and priorities for Kent.

Which of these themes is most important to your business/organisation?



Level of skills, apprenticeships and vacancies	33%
Facilities to support your business	25%
A location to do business and invest in	17%
Business advice and access to funding	17%
Opportunities for entrepreneurship	8%

Businesses who completed the online poll identified the level of skills available to them as the most important issue. They identified facilities to support them as second most important and this includes business space, transport and broadband connectivity, housing and education. When asked what would help support their organisation over the next 3-5 years, 47% felt that access to training to upskill employees would help most. While around a quarter of respondents indicated that access to business support and loans would help them most, a large number also chose this as the thing that would help least.

Other business representatives we spoke to agreed that getting the right workforce with the right skills is most important to them, including through apprenticeships. They also prioritised help for small and medium sized businesses to grow, regeneration of town centres and improving wellbeing as this improves productivity. Some very useful specific issues and suggestions came out of our conversations with businesses that we will take forward in our forthcoming Enterprise and Productivity Strategy.

Voluntary, Community and Social Enterprise (VCSE) sector

We ran a quick poll on our website between September and November 2019 for representatives of VCSE organisations in Kent to complete and we promoted this through VCSE networks. We wanted

to understand what issues are most important to the sector and what would support them to develop in the future. 23 responses were received. We also held discussions at VCSE networking events and looked at the sector’s priorities for the future.

Which of these themes is most important to VCSE organisations in Kent?



Respondents from the VCSE felt that opportunities to access different funding models was most important to them (61%). When asked what would support their organisation in the future, over 40% said that access to funding opportunities like grants and loans is most important, as well as professional support to develop their organisation (24%) and support to develop their digital infrastructure and skills (22%). Some respondents said that more opportunities to promote what they do would help them.

	Opportunities to access different funding models 61%
	Collaboration and engagement 22%
	Support to reduce back office costs and increase digital 13%
	Access to training and resources to support development 4%

Other VCSE representatives we spoke to said that their priorities are being able to access funding, access to business support to help them operate efficiently and grow, support in developing digital skills and opportunities to network and learn from other organisations. Lots of useful suggestions and issues came out of our conversations with VCSE organisations and are being taken forward in our forthcoming Civil Society Strategy.

Public sector partners

Throughout our early consultation, we have spoken to our partners in other public sector organisations in Kent, including district and borough councils, town and parish councils and health. We have looked at their priorities for the future, and the issues that they are hearing are important for the people they serve.

Overall, **district and borough councils** in Kent are prioritising community safety, transport and parking, infrastructure and housing and environment and street scene.

We held a workshop with all the Area Committee Chairs from Kent Association of Local Councils (speaking on behalf of Kent’s **parish and town councils**) in October 2019 who told us what they hear from people at a very local level across Kent. They told us that transport, planning and development, health and well-being and safety were important issues that affect people’s quality of life.

Our **health partners** are prioritising healthy and resilient people and communities and providing care close to home. They felt that the draft outcomes linked well with what they need to do to deliver the NHS 5 Year Plan in Kent.

KCC Elected Members

As well as formal meetings with our Cabinet and Elected Members, we held a workshop for all Members in November 2019 to ask them about their priorities and the issues they hear most about from the residents, businesses and organisations they speak to.

Top priorities for Members were:

- Developing an ‘infrastructure first’ approach to ensure new housing is well supported
- Maintaining roads in good condition
- Ensuring people can access public transport where and when they need it
- Leading the protection of the environment and improvement of air quality
- Supporting carers who look after family and friends
- Pressing for a fair funding system for adults’ and children’s social care
- Improving mental health
- Tackling social isolation and loneliness
- Encouraging people and communities to support each other and do more for themselves
- Supporting rural areas to feel safe and prosperous
- Developing people’s skills and improving job opportunities
- Supporting businesses to grow

Members felt that a specific priority for children and young people was needed, and this was added to the draft plan as a result. We followed up the workshop with a survey to ask Members to identify objectives that would help to deliver the outcomes, and the feedback received was used to draft the objectives in the draft plan. In total 32 of KCC’s members attended the workshop or completed the survey.

KCC staff

We have involved our staff during the early listening phase. We held a workshop in September with 32 managers from KCC’s services to understand what they and their staff hear and experience every day working with people in Kent. We followed this up with an online form, so all staff had the opportunity to be involved. We wanted to know what makes the biggest difference to quality of life and what they think the priorities should be.

Staff – what would make the biggest difference to quality of life in Kent?



Prevention and early help	20%
Environment	15%
Accessibility of local services	13%
Employment	12%
Housing growth and infrastructure	11%

Staff felt that what would make the biggest difference to quality of life for people in Kent is taking early action to prevent people’s problems from becoming worse and needing more help later on. Staff also prioritised the environment and being able to travel around the county to access services and opportunities.

We also asked staff what their spending priorities are for KCC services. Most prioritised spending on education and youth services first (23% ranked this highest priority) followed by environment (22%), regeneration and economic development (19%), children’s social care (18%) and older people’s social care (18%).

How the outcomes developed

From everything we heard during our early listening phase, common themes emerged that lots of people felt were important to quality of life in Kent and should be priorities.

Most important

- Being able to travel around the county
- Quality environment
- Sustainable infrastructure
- Opportunities for young people

Other important issues

- Ambitious people and businesses
- Places to be proud of
- Services and opportunities accessible for everyone
- Resilient communities
- Feeling well
- Feeling safe

From these themes we developed the draft outcomes for the consultation. We brought some of the themes together where this made sense in order to create a deliverable number of outcomes.

The outcomes changed during the early engagement phase as people told us what they thought. For example, initially we did not have an outcome specifically for children and young people; references to children and young people were spread through the other outcomes. Several people told us this meant that outcomes for children and young people did not come through clearly enough. As a result, we added the outcome 'Opportunities for children and young people' in the draft so that everything about this important outcome is clearly together in one place.

The seven draft outcomes in the consultation draft were:

1. Enterprise and investment
2. Securing sustainable infrastructure
3. Connected transport and communities
4. A cleaner and greener Kent
5. Stronger and safer communities
6. Opportunities for children and young people
7. Quality health, care and support

Consultation

We consulted on the draft plan from 6th January to 17th February 2020. We shared the draft plan on our website and made paper copies available where needed. We also produced an Easy Read version for people with learning disabilities and large print and audio versions were available on the website.

We encouraged as many people as possible to complete a questionnaire (online or paper copy) to tell us what they thought of the draft. This included a question about whether the draft outcomes reflected what is important to the respondent's quality of life, whether the objectives are correct and the opportunity to comment the draft generally.

We promoted the consultation widely through targeted emails, our website, on social media, posters in libraries and Gateways and internally with our elected Members and staff.

Responses

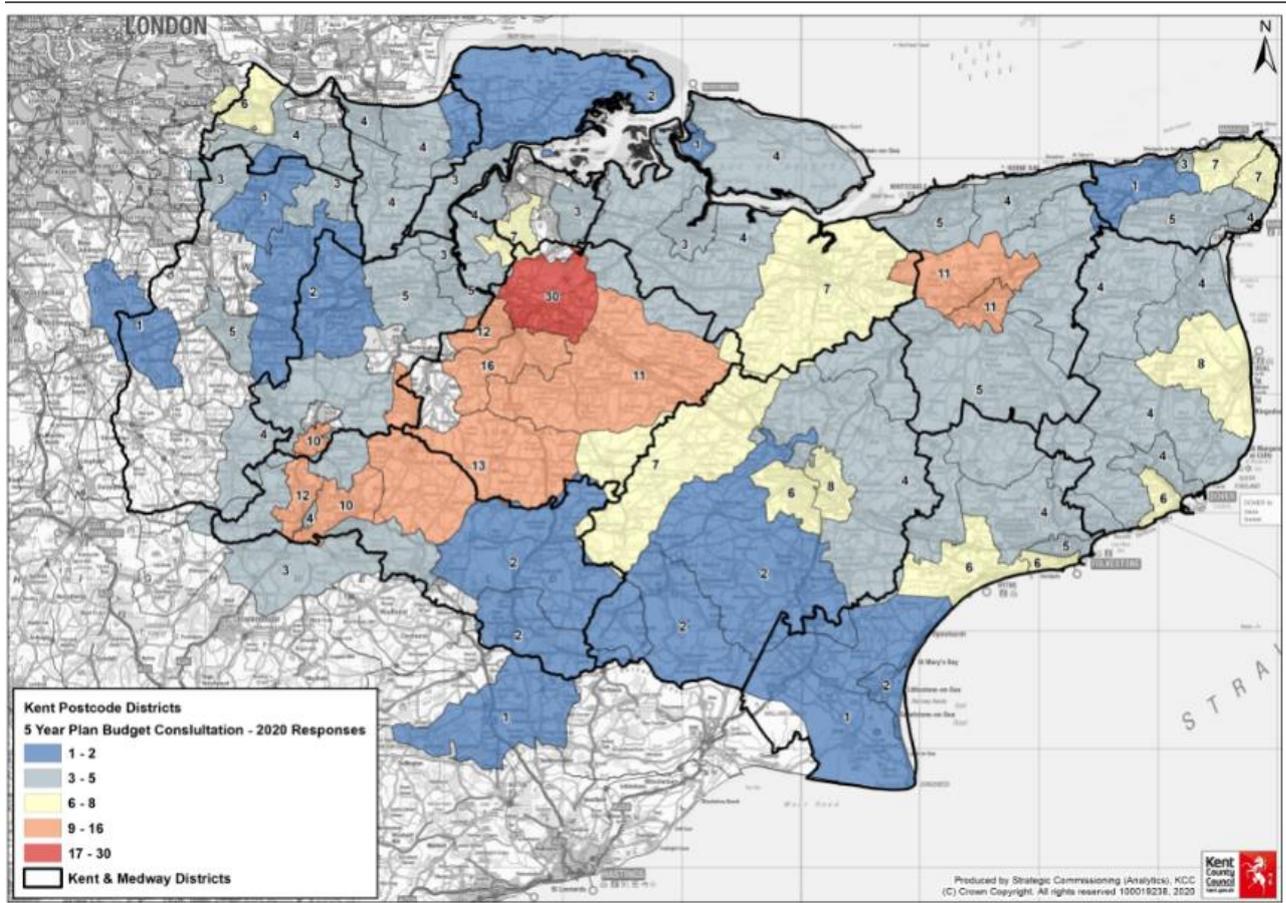
We received 422 consultation responses. This table shows the types of responses we received.

Respondent type	Responses
Kent resident	208
KCC staff	127
Charity, voluntary or community sector organisation (VCS)	28
Other (including Parish and Town Councils and other partners)	22
Parish, District or County Councillor	14
Local community group or resident association	8
District, Borough and City Councils	7
Educational establishment	3
A Kent business owner	4
As a resident of somewhere else	1

Of those who gave demographic information about themselves, 118 respondents were men and 124 were women. We had the most responses from people aged between 35 and 59. A breakdown is below.

Age	Responses
0-15	1
16-24	6
24-34	20
35-49	57
50-59	60
60-64	31
65-74	51
75-84	16
85+	1
Prefer not to say	5

We received responses from across Kent, although the highest response rate came from Maidstone, which reflects the number of staff who completed the questionnaire based in KCC offices.



You Said, We Did – key changes following the consultation

Below we have explained what people said and what we did as a result to improve the 5 Year Plan document, following all the consultation feedback we received.

Title

You said

Most people thought that this was a good title. The title should be less personal and focused on the community and it should be more specific to Kent.

We did

88% of respondents liked the draft title *'Your Future, Our Priority'*. We agree that the title should be about Kent as a whole. We have changed the title to *'Kent's Future, Our Priority'*.

General comments on the draft plan

You said

The outcomes are the right things to focus on and will have a positive impact on quality of life.

KCC needs to be clear how it will deliver the plan and if it has the capacity to do this, given funding restraints.

We did

We have kept the outcome titles and what they cover the same as in the draft, as most people liked them.

We have included a new section early on in the plan to explain this. We have made the objectives within each outcome clearer and more action focused and signposted detailed plans and strategies. It is important that the 5 Year

	Plan is realistic, so our 2020-21 budget has made available additional investment for the spending priorities identified in the 5 Year Plan. KCC has a wide range of responsibilities and by setting out what we want to achieve in the plan we will be able to prioritise our activity and resources.
Progress needs to be clearly measurable.	We will develop meaningful ways to measure our progress and we will make this publicly available. We have explained this more clearly at the start of the document and expanded the section at the end called <i>How will we measure success?</i>
KCC should engage with residents more and involve them in delivering the plan.	We agree and we want to continue to hear from residents. Listening to residents about their experiences will be an important part of measuring our progress in delivering the outcomes and prioritising what we need to deliver.
The plan is hard to understand, uses jargon and is too long.	The plan covers a large range of issues which people felt were important to include. We have simplified language and removed jargon where possible. We know that not everyone will want to read the full plan, so we have produced a short Residents Summary in plain language and will have a 'plan on a page' summary.
The outcomes should be in a different order – the ones about the environment and supporting people should be first.	We have carefully considered this. The outcomes are about different parts of life in Kent, and each are as important as each other. We have explained this more clearly in the introduction. We think this order is the most logical way we can explain the outcomes in a way that flows from one topic to another, so we haven't changed this.
More context is needed about things that will be important for Kent over the next five years.	We have included a section at the start of the plan called <i>What could affect the 5 year plan?</i> which outlines major changes such as national Government policy, climate change and digital technology. We have also updated the 'Kent's Strengths and Challenges' sections to provide additional context.
KCC needs to be honest about things that are not in their direct control	We agree it is important to be clear about the direct role of the council, where we have a convening role or the issues are the responsibilities of other partners and providers. We have updated the text to make this clearer, including on housing, local planning, transport, highways, rail and buses.

Comments on the Equality impact assessment

You said	We did
There should be more in the plan on supporting older people.	We have included more commitments to supporting older people throughout the plan. This includes supporting employers to use the skills of older workers, influencing housing design so it is flexible and adaptable so older people can stay in their homes, encourage 'lifetime' homes and extra care housing. We acknowledge the importance of public transport for older people and commitments to help older people stay connected and active in their communities, so we have improved our text to reflect this.
Younger, older and disabled people	We have acknowledged this in the outcome <i>Connected</i>

are more reliant on public transport, particularly buses, so are affected more if these services are not accessible and reliable.	<i>transport and communities</i> . We have committed to working with bus companies to improve the reliability and frequency of services so people can more easily use public transport to get where they need to go.
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We also received some comments about particular groups of people and particular services. These were too specific to reflect in this broad 5 Year Plan. They will be shared with the relevant KCC departments so they can be taken into account when planning and delivering our services. The full equality impact assessment for *Kent's Future, Our Priority* is on our website.

Comments on the draft outcomes

57% (219) of people agreed that the outcomes reflect what is important to their quality of life and 36% (137) felt that the outcomes partly reflect what is important to quality of life. Only 6% (22) respondents felt that they do not.

The sections below explain how each of the seven outcomes in *Kent's Future, Our Priority* have been developed based on what people told us during early listening and during the consultation.

We have strengthened and made substantive changes to the 5 Year Plan document as a result of the comments we received during the consultation. This included:

- **Updating the text** in all the outcomes to make our role clearer and value our collaborative work with partners. We've also added new text where people identified gaps.
- **Moving the objectives** next to the relevant part of the text, to make it clearer and easier to see what actions we will take to respond to the opportunities and challenges that are in the plan
- **Simplifying the objectives**, so it is clearer what action we will take within KCC, with partners and with Government
- **Adding new objectives** to respond to issues people felt were important or to include suggestions made by our partners.



Outcome 1: Enterprise and investment

Early listening

Residents told us that having stable and secure employment was an important factor in their quality of life, allowing them to support their family and do things they enjoy. **KCC staff, young people** and **KCC's elected Members** would like to see good quality, higher skilled employment opportunities in Kent. **We have included commitments to work together with our partners to attract companies into Kent that will offer good quality employment.**

"My top one is salary...quality of life for me is what we [my family] do at weekends, choice of things to do, having free time"

West Kent Resident,
Male, 35-54 years

To make the county a great place to live and work, people also need affordable housing. This was the top priority for **young people** looking ahead to their futures, and for many other people we heard from. **We will work with our partners including district and borough councils to ensure that people can access housing that is affordable for them.** This will also be a key theme in the new Kent and Medway Housing Strategy. We also heard from **residents** how important it is that they can find childcare to support them to work and **we have included an objective to ensure there are good childcare facilities within new developments.**

"We need skills coming through and young people coming forward"

Kent business
representative

Kent's businesses need the right employees with the right skills to help them succeed and grow. They told us that they would most value training to upskill employees to help their business develop. **We will develop an all age Skills Strategy, including promoting vocational and technical training opportunities. We will also work to improve the relationship between businesses and further education colleges to match skills and business needs.**

Kent's businesses also told us that more support is needed for small and medium sized enterprises when they are ready to grow into larger businesses. **We have included objectives to facilitate targeted business support, start-up space, premises and transition funding for small businesses.** **Businesses** need the right infrastructure to support their growth, including business space and good broadband connections. **We will work with partners to make this happen.**

Residents, young people and **businesses** told us how important town centres are to how a place looks and feels and to the success of local businesses. **We discussed this with Cabinet Members and Chief Officers, and this is something we want to focus on with partners, including setting up a High Street Commission.**

"We need a compelling vision for town centre regeneration"

Kent business
representative

Fairness and ensuring access to opportunities for everyone is important to **residents** and **young people**. **Representatives of Parish Councils** wanted to ensure that people and businesses in rural communities are not disadvantaged by their remote location. **We have included in this outcome commitments to tackle skills shortages and support business and enterprise in deprived communities, and included objectives to work with technology providers on broadband and mobile coverage to keep rural areas connected.**

Consultation comments



Do you think that the draft objectives will help us deliver this outcome?

Yes – 37% (135) , In part – 38% (138), No – 10% (36), Don't know – 16% (57)

You said	We did
More is needed on the skills and productivity challenges that Kent faces and what will be done to improve this	We have expanded the 'Ambitious people and places' section to provide more context about challenges in different parts of Kent and to be clearer about our direct and convening role in economic development and skills.
More needs to be done to attract businesses to locate in Kent and provide good jobs, including improving roads and making sure childcare facilities are available for working parents.	We have included an objective to work with Inward Investment Services to attract employers with high skills jobs to locate in Kent. We have acknowledged in the plan that we need the right mix of infrastructure to support growth and there are lots of commitments in the <i>Securing Sustainable Infrastructure</i> outcome on how we will do this. We have strengthened our commitment to ensure there are good childcare facilities across Kent to support working parents. We have added more on business improvement districts, innovation hubs and enterprise zones.
More is needed on culture and the role of creative industries in making Kent a great place to live, work and invest	We agree and have included a new section to highlight the valuable work with our partners to attract more inward investment in Kent's creative industries, including opportunities for digital and cultural regeneration beyond East Kent's coast and into places across Kent such as Tunbridge Wells and Ashford.
Businesses need support to develop the skills of their workforce. Young people need good careers advice and to develop the skills that are needed for local jobs, including through good apprenticeship opportunities.	We agree that this is an important issue. We have a section on <i>Skills for Life</i> in the <i>Enterprise and Investment</i> outcome, and we improved this section have clarified our objectives to further improve skills levels across the county. In the <i>Opportunities for Children and Young People</i> outcome, we have updated our objectives on skills and career development for young people, including vocational and technical qualification. We have made clear that quality apprenticeships should be available for all ages and abilities including 'hard to reach' groups.
Lifelong learning is important, and people's skills need to stay relevant. We need to use the skills of older people.	In the <i>Skills for Life</i> section we have talked about the importance of valuing the skills and experience of older workers and encouraging employers and voluntary organisations to retain and use their skills. We will develop a Skills Strategy that will include lifelong learning at all ages.
High streets and town centres need more support to be successful and attractive. More should be done to reduce the number of empty shops and buildings and encourage mixed use of buildings in high streets.	We have strengthened the <i>Sustaining Kent's Town Centres</i> section to explain how we want to make it easier for people to travel to town centres and support local businesses in our high streets. We will continue to deliver the successful 'No Use Empty' commercial scheme to turn empty properties back into premises for local businesses.
KCC need to be clear on their role in garden towns and communities	We have updated our section on garden towns and communities and included more detail on how we will provide specialist advice to support our partners to develop successful places.

Outcome 2: Securing sustainable infrastructure



Early listening

Some **residents** told us they are concerned that new houses being built will lead to more congestion on roads, create a shortage of school places and make it harder to access services like getting a GP appointment. Representatives of **parish and town councils and KCC's elected Members** told us that they would like to see infrastructure in place before housing growth.

"How is the county going to handle all these people?"

North/Mid Kent Resident, Male
35-54 years

This is why we have included a commitment to take an 'infrastructure first' approach, working with our partners and Government. We will also update our approach and guidance on developer contributions to help get the funding needed.

"There's a balance between having enough housing for a growing population and having the infrastructure and preserving what we have."

North/Mid Kent Resident,
Male, 18-34 years

KCC's elected Members and staff and representatives of **Parish Councils** felt that the current systems for planning and funding new housing and infrastructure needs to work faster and more efficiently.

This is why we have committed to use our role to influence planning and secure funding in advance so that housing growth benefits Kent's communities instead of restricting them. We have included specific commitments like the use of brownfield sites for building because Parish Councils and KCC Members felt this is important.

Protecting Kent's environment and unique identity was a priority for lots of people we spoke to, including **residents, young people** and representatives of **parish and town councils**. **We have committed to championing high quality design in new homes and the need for climate resilience and flooding to be considered as part of planning for new developments.**

Businesses, VCSE organisations and KCC Members agreed that having access to fast and reliable broadband is a priority. It can help children and adults gain skills, support businesses to grow, tackle isolation and reduce the need for people to travel.

"Infrastructure is the key to quality of life, if we got that one thing right, we'd be achieving an awful lot."

Kent Association of Local Councils (Parish and Town Councils) Area Committee Chair

We have included a number of objectives to deliver superfast broadband and mobile coverage and data in all parts of Kent.

Consultation comments



Do you think that the draft objectives will help us deliver this outcome?
 Yes – 32% (118), In part – 38% (141), No – 19% (71), Don't know – 11% (40)

You said

We did

<p>The high levels of house building in Kent could damage Kent's unique and rural character. A more strategic overview of development is needed and local residents and communities need to be involved in new development decisions.</p>	<p>We strengthened our position on housing growth to respond to people's concerns and clarified our role in relation to housing and planning. We have been clear about our commitment to work with Local Planning Authorities and Parish and Town Councils to create well-designed communities through their Local Plans and Neighbourhood Plans. We have committed to working with partners to prioritise brownfield development in the county. The new Kent Design Guide will influence the design of new developments to help preserve the character of surrounding rural areas, protect green spaces and the natural environment.</p>
<p>Infrastructure (roads, utilities, broadband, schools, shops, community and leisure facilities) must be in place first before new housing. This must also benefit people in existing houses. Developers need to contribute to the costs of this.</p>	<p>A clear focus for this outcome is our 'Infrastructure first' approach. We will be ready to challenge development where there is not the appropriate infrastructure to support housing growth. We agree that maximising developer contributions is an important issue – we have committed more clearly to refreshing our guidance on developer contributions and will work more closely with district, borough, town and parish councils to ensure developer contributions benefit the whole community. In other outcomes we have included objectives about using developer contributions for waste infrastructure, schools and youth facilities.</p>
<p>Houses in Kent need to be affordable for Kent residents and more social housing should be available.</p>	<p>We have included an objective to jointly lobby with district, borough, town and parish councils for more affordable housing. In the section <i>Supporting our partners on infrastructure and planning</i> we have committed to run a Select Committee on affordable housing, working with our partners to make a difference on this issue. We have acknowledged the importance of affordable housing for young people, particularly care leavers.</p>
<p>The design of houses must be environmentally suitable and energy efficient. Homes need to meet our needs now and in the future, as we live and work differently and as people age.</p>	<p>We have updated the <i>High quality design</i> section to be clear that we will work with partners to create housing that is flexible and adaptable for different generations. Through the new Kent Design Guide, we will encourage housing that is resource efficient and supports net zero emissions. We have added objectives on supporting low carbon housing development and a net zero strategic planning framework for Local Plans.</p>

Outcome 3: Connected transport and communities



Early listening

Residents told us that when it is difficult to get around the county due to traffic congestion, this makes day-to-day life harder. **Residents** would also like to see roads and pavements maintained in better condition. **We have included objectives around improving the condition of roads and pavements including repairing potholes and to work with partners and Government to make major improvements to highways networks.**

“We must get the basics of highways maintenance right, people become disengaged if we don’t deliver this.”

KCC elected Member

Residents and **KCC staff** and **parish and town council representatives** were concerned about the impact that traffic congestion has on air quality in the county and would like to see better options for greener and active travel. **We have included commitments to deliver active travel alternatives, create safer cycling routes and promote behaviour change.** **KCC’s elected Members** and **representatives of parish and town councils** were also concerned about the impact of lorry parking and **we have committed to progress work on HGVs and lorry parking.**

Being able to access reliable, frequent and affordable public transport was a priority for **residents, young people, KCC’s elected Members and staff and representatives of parish and town councils.** **Young people** told us that public transport is vital in allowing them to access learning, work opportunities and prevent them from becoming isolated. **Representatives of parish and town councils** felt that a good public transport system could help deliver all the other outcomes, including safety, social inclusion, air quality and protecting the environment.

“Within my role I’ve seen how crucial transport is to social support in maintaining independence and accessing services.”

KCC member of staff

We have committed to create a coordinated public transport network, promote an integrated rail approach and hold a Bus Summit to identify opportunities for positive action on bus transport across the county.

“I think on the whole it has a good sense of community as a county, but there are lots of different communities and there isn’t anything in place for people to get to know each other. It just keeps people divided and separate.”

East Kent resident, Female, 18-34 years

Some **residents** told us that they think Kent’s communities are strong, but having more groups and spaces for people to come together would help them feel less isolated and safer. **KCC’s elected Members** and **representatives of parish and town councils** think that people and communities could be supported to be more resilient and do more to help themselves and each other.

We have included objectives to make better use of community buildings like libraries to help bring people together and tackle social isolation.

Consultation comments



Do you think that the draft objectives will help us deliver this outcome?
 Yes – 29% (108), In part – 41% (152), No – 20% (74), Don't know – 10% (37)

You said

We did

<p>Buses and trains are very important to life in Kent. Buses can be unreliable, and the routes and timetables do not always offer a realistic alternative to travelling by car. More buses should be electric to reduce carbon emissions.</p>	<p>We have been clearer about our role in bus and rail travel, even though we are not directly responsible we work closely with partners and providers to make improvements in Kent. We added a new section on <i>The importance of bus travel</i> which sets out numerous ways that we will support improved bus travel in Kent, including the expansion of the Fastrack bus service, cross-county ticketing and introducing more electric buses, including bidding for Government funding. We have committed to reviewing the potential for Demand Responsive Transit in towns. We have invested more money so that disabled people can use their concessionary bus pass at different times of the day to help them get to work. We will explore options to lobby for new powers to improve public transport, including buses.</p>
<p>Trains are expensive and can be overcrowded and do not always offer good connections to London and other places in some parts of Kent.</p>	<p>In addition to our existing commitment to refresh the Rail Action Plan and hold a Rail Summit, we have significantly expanded our section on <i>Integrated travel</i> including specific commitments to influence the next South Eastern Trains passenger service contract to improve the capacity and frequency of rail services. We have included new content on improving transport connections for rail users.</p>
<p>Roads and pavements need to be in better condition and potholes are a concern for motorists and cyclists.</p>	<p>We have clarified the objectives in our <i>Quality highways</i> section to explain how we will maintain and improve roads and pavements.</p>
<p>Congestion makes it hard to get around the county and impacts on everyday life. This will get worse as more houses are built. Congestion can make air quality worse.</p>	<p>We have heard to how important congestion issues are to Kent residents. We have included a new section on <i>Tackling congestion</i> to set out the mixture of solutions we will take with residents and partners to make a positive difference.</p>
<p>Our transport networks are not well connected, making it difficult to get where we need to go, including from rural areas.</p>	<p>In our <i>Transport in Kent</i> section we have explained how we will work with Transport for the South East to prioritise improvements to critical transport infrastructure and deliver priority projects in our own Local Transport Plan. We have updated the section on <i>Connected communities</i> to emphasise how important it is to have good transport to access services across the county, especially for vulnerable people and younger people.</p>
<p>Lorries cause problems in local areas including damage to roads, congestion, pollution, public safety and litter. They need appropriate places to park.</p>	<p>We have updated our section on lorries to respond to partner feedback, including more partnership objectives to work together to tackle these issues. In addition to the existing commitments to reduce the impact of freight traffic and lorry parking on Kent's communities, we have included a specific action to look at enforcement options to divert lorries away from town centres and rural villages.</p>

<p>It should be easier and safer for people to travel by walking and cycling – this is good for people’s health and wellbeing and for the environment.</p>	<p>We renamed the Active Travel section <i>Walking and cycling</i> to make this clearer. We have added more detail on how we will promote alternative travel options including walking and cycling. We have promoted the Kent Connected website that makes it easier for people to find information on walking and cycling routes and been more specific about delivering our Active Travel Strategy targets by 2021. We included a new objective to work with employers to encourage active travel options for their employees to get to work.</p>
<p>We need to support people to use more sustainable transport options including electric vehicles.</p>	<p>Leading by example, we will deliver an action plan for KCC properties to enhance the number of electric vehicle charging points. We will promote the provision of electric vehicle charging points in rural areas and schools and work with partners to encourage this in new developments. Under the <i>Cleaner and Greener Kent</i> outcome, we will encourage businesses to use biogas and electric vehicles.</p>

We received the most comments about this outcome, particularly on buses, congestion, walking, and cycling. Some comments were around transport issues or suggestions in a specific local area. These will be shared to the relevant KCC department to inform ongoing planning of our services and road improvements.

Outcome 4: A cleaner and greener Kent



Early listening

Residents are proud of where they live, and **residents and young people** want their communities to be free from problems like litter, graffiti and fly tipping which make them feel less positive about their local area. **Representatives of Parish Councils** thought there was potential for more joined up reporting and operational response between local authorities to tackle fly tipping, litter, graffiti and the street scene environment.

“If a place looks good, it feels good, and you gain pride from living in that place.”

Young person, Kent Youth County Council (aged 11-18)

We have committed to work with our partners on these issues, including launching a taskforce on fly tipping and targeting fly tipping hotspots.

“I live near the beach. I really like that – there are lots of green open spaces. Those sorts of things are quite important to me”

East Kent Resident, Male, 55+ years

Kent’s natural environment of green and open spaces is one of the things that **residents** love about living in Kent, and they want to protect it. **Businesses** recognised that having an attractive place to live is good for wellbeing which is important for productivity. **KCC staff** feel that protecting the environment should underpin everything we do. **We will take active leadership of the environment agenda, deliver actions in the Environment Strategy and ask Government to work faster to tackle the UK’s climate emergency.**

Young people would like to see more action around climate change, including becoming carbon neutral. Air quality is a big concern for **residents, KCC’s elected Members and representatives of Parish Councils.**

“There is massive expectation that we show leadership on tackling the climate emergency”

KCC member of staff

We will deliver our target for net zero emissions and climate adaptation for the KCC estate and encourage Kent’s households and businesses to move towards low emissions too. We will plant a tree for every resident in Kent to improve air quality, and will work with Kent Youth County Council on an environment campaign to let young people know how they can help.

Climate resilience was also a priority for **representatives of Parish Councils and KCC’s elected Members**, particularly around protecting communities from flooding and preventing flood risk in new developments. **We will undertake a climate change risk assessment for the county and deliver flood response plans.**

Representatives of Parish Councils and KCC’s elected Members are keen to protect Kent’s unique rural communities and want to ensure that people living in rural areas feel connected and safe. **We have committed to developing a Rural Investment Delivery Plan to protect and maximise innovation in rural areas.**

Consultation comments



Do you think that the draft objectives will help us deliver this outcome?
 Yes – 33% (121), In part – 40% (149), No – 19% (70), Don't know – 8% (31)

You said	We did
<p>The climate emergency must be central to the plan and we need quicker and more ambitious action including on achieving zero emissions.</p>	<p>We have listened to how important people feel this issue is. We have included a specific section on <i>Responding to the climate emergency and climate adaptation</i> and strengthened our text and objectives. We have included more detail about KCC and partnership actions to achieve net zero carbon emissions. We have committed to undertake a Select Committee on climate change and deliver the actions it identifies. We have included an objective to deliver a Kent and Medway Climate Change Adaptation Plan and have a separate section on <i>Climate resilience</i>. We have also strengthened sections on sustainability in <i>Securing Sustainable Infrastructure and Connected Transport and Communities</i> and included objectives.</p>
<p>Air quality is a concern and there should be more action to improve it. More trees should be planted to help.</p>	<p>We have acknowledged that air quality is a very important issue for residents. We have included new joint actions with district and borough councils and Medway Council to deliver the Energy and Low Emissions Strategy. We have committed to planting more trees, of the right type and in the right location across the county.</p>
<p>KCC should do more to support the environment in your own estate and in the way you operate day to day.</p>	<p>We will lead by example in our own estate and working practices. We have included specific objectives to deliver an accelerated target of net zero emissions and climate adaptation for our services, trading companies and property estate. We will deliver KCC targets to increase renewable energy, improve energy efficiency and air quality, publishing clear plans and milestones to show how we will achieve this.</p>
<p>Biodiversity is important. We need to protect Kent's green spaces and wildlife, particularly where development is happening.</p>	<p>We have updated the section on <i>Protecting Kent's environment</i> and clarified the environmental objectives. We have talked about how we will ensure Kent's unique environment, ecology and biodiversity is recognised, protected and enhanced. We have included new objectives to support action to leave the biodiversity of development sites in a better state than it was before. We have also improved our sections on protecting green spaces, rural and natural environments as part of high quality design in <i>Securing Sustainable Infrastructure</i>.</p>
<p>Flooding poses risks to residents, businesses and communities. Action on flooding needs to be considered in planning and more natural solutions are needed.</p>	<p>We have separated out a section on <i>Climate resilience</i>, expanding this to be clear about our role in helping communities and businesses prepare for severe and extreme weather and to explain our role in flooding. We have listened to our partners feedback and improved this section to include their ideas about actions we will take to influence the planning process and support more natural flood risk management solutions. We have also talked about the important role of drainage, to help play a role in flood resilience.</p>
<p>Litter and fly tipping make the county feel less attractive and more action is needed to address this. There are concerns about the capacity of household</p>	<p>We have clarified the objectives in the section <i>A quality public realm</i> and recognised that the cleanliness of beaches is also important to Kent residents. We had already committed to investing £250,000 to reduce the level of fly tipping. The section on <i>Investing in waste management</i> includes an objective to maximise developer contributions for waste infrastructure as communities grow and new</p>

<p>waste recycling centres and charging for disposal of some waste.</p>	<p>objectives to transform waste management and work with the business community to reuse waste. We acknowledge the concerns about charging for waste disposal at household waste recycling centres, but this remains the council's policy position based on previous consultation on this.</p>
<p>In rural areas it is harder to access services and there is a lack of public transport. In some areas this is being made worse by new housing development.</p>	<p>In the <i>Connected transport and communities</i> outcome, we have talked about our rural bus pilot schemes and electric bus trials in rural locations to improve public transport connections. We have made commitments to support rural communities in the outcome <i>Stronger and safer communities</i> to overcome the challenges they face in terms of isolation, accessibility of public services, availability of public transport and speed of broadband. We are developing a Rural Strategy to agree how we can address these issues.</p>

Outcome 5: Stronger and safer Kent communities



Early listening

Residents identified security and safety as one of the top issues that impacts on quality of life and people told us they sometimes feel unsafe in public spaces. **Young people** also felt community safety issues were important and **KCC staff** recognised that we have a leadership role to play in helping people feel safe in their communities.

“I want to feel safe when I leave the house, and my teenage son to be able to go out and not to worry about if he’ll be ok”

West Kent Resident,
Female, 55+ years

As a result, we will set up taskforces with partners to bring quick results on problems like gangs, drugs and knife crime. We will launch a joint campaign with Kent Police and District Councils to tackle perceptions of crime and anti-social behaviour.

“Our community would be devastated to lose our Community Warden; he is a lifeline for a lot of people”.

Kent Association of Local Councils Area Committee Chair

Representatives of Parish Councils and some KCC elected Members value the role of Community Wardens to deter crime and antisocial behaviour and support the community.

We have included an objective to invest in strengthening the capacity of Community Wardens and volunteer Wardens across the county.

Being safe when travelling on Kent’s roads and pavements is important to **residents** and **young people**. **KCC’s elected Members** and **representatives of parish and town councils** had concerns about the safety of Kent’s rural roads. **We have included objectives to deliver new road safety interventions to address speeding in rural towns and villages and investigate other ways to reduce speeding where this is a problem and around schools.**

Residents, KCC’s elected Members and representatives of parish and town councils told us about the strong sense of identity in Kent’s rural areas. People felt that rural areas face particular challenges, including around transport, job opportunities and feeling isolated. **We have committed to developing an ambitious new Rural Strategy, to unlock the potential of our rural communities, better support rural life and improve access to public services.**

“I actually live in a really nice area where there’s lots of open spaces, there’s community centres, there’s a local village community.”

East Kent resident, Female,
35-54 years

Residents think there is a greater role for the voluntary and community sector in providing support for vulnerable residents. **Kent’s voluntary, community and social enterprise (VCSE) sector** would value support with accessing funding and business support to help them operate efficiently and grow, support in developing digital skills and opportunities to network and learn from other organisations.

We have included objectives to provide funding, business support and networking opportunities for VCSE organisations, and we will transform the funding arrangements we have with the sector.

Consultation comments



Do you think that the draft objectives will help us deliver this outcome?
 Yes – 33% (124), In part – 41% (152), No – 14% (51), Don't know – 12% (45)

You said

We did

<p>Being able to take part in arts, culture, sports and leisure activities makes a big difference to quality of life and there should be more support for this. Local heritage and historic buildings are part of what makes places distinctive.</p>	<p>We have added a new section on <i>Enjoying life in Kent</i> and included new objectives to help more people take part in these activities, including investing in community-led sports, arts and leisure opportunities. We have recognised that Kent's unique culture and heritage is an important part of the character of local areas and culture also plays an important economic contribution to reimagine local places.</p>
<p>Kent's communities are becoming more diverse. There need to be opportunities for people from different backgrounds to come together to avoid tensions and make people feel included.</p>	<p>In the new section <i>Enjoying life in Kent</i>, we have emphasised how important sport, leisure and community activities are to bring people together from a diverse range of ages, faiths and backgrounds. We have included a new objective about investing in community-led activities in local areas.</p>
<p>A strong civil society is a good thing. Voluntary and community groups do important work and KCC should work with and support them.</p>	<p>We have updated the sections on <i>A stronger civil society</i> and <i>Investing in the voluntary, community and social enterprise sector</i> to reflect the new support offer we intend to develop through the forthcoming Civil Society Strategy, which is currently out for consultation. We've also talked about how we support with those organisations who do not have a financial or commissioning relationship with KCC but do great work in their local community.</p>
<p>There are concerns about crime and people want to feel safe. Visible presence of Police Officers and Community Wardens in communities can help.</p>	<p>We had already committed to invest in more Community Wardens in our local areas and we have acknowledged their important role in preventing people from becoming isolated. While it is not in our direct control to increase police capacity, we have committed to work with the Police and Crime Commissioner and Kent Police to enhance a visible presence in communities and support the work of local Community Safety Units.</p>
<p>Violence, knife crime, gangs and doorstep crime all have a big impact on victims and local communities. KCC needs to do more with partners to help tackle these issues.</p>	<p>We have strengthened and improved the <i>Feeling safe</i> and <i>A joined up response</i> sections to reflect partner and staff feedback, including new partnership objectives based on suggestions from our partners. We've talked more about how community safety and other enforcement services work together to keep people safe.</p>
<p>Domestic abuse and safeguarding are important issues and more needs to be said on this in the plan</p>	<p>We agree so we have strengthened and improved these sections, to say more about our multi-agency work with partners. We have included new content on both children's and adults safeguarding which is an important statutory responsibility for the council.</p>

Outcome 6: Opportunities for children and young people



Early listening

Residents, young people and KCC staff highly rated the importance of giving young people the best start in life through the high-quality education that is provided in Kent. **We have included objectives to continue to raise school standards and work with our partners to ensure that school places are available when they are needed in the right places for our growing population.**

“Education gives you a foundation for everything in life, giving you a chance to build resilience to cope”

Young person from Young Adult Council

We know that we need to make rapid improvements for children with Special Educational Needs and Disabilities and their families, and **Residents** have told us about the importance of this. **We have included commitments to do this.**

Young people would like greater choice in the training and education opportunities that they can access, wherever they live in Kent and **Kent’s businesses and KCC staff** see the need for better and earlier careers advice. **KCC’s elected Members and representatives of Parish Councils** felt it was also important for young people to develop social skills and resilience. **We have included commitments to review the current provision for education, training and career pathways at 16+ and influence where funding is spent. We will promote the development of social, communication and resilience skills for young people.**

“There need to be more options for 14-16 year-olds, to keep them out of trouble and keep them active...Maybe KCC can be doing more for young people, like more community projects...”
North/Mid Kent resident,
Female, 35-54 years

Residents are particularly concerned about the safety of young adults and valued the preventative impact of positive activities for them. **Young people** are passionate about the need for free and low-cost spaces for young people such as youth clubs and youth hubs and felt that providing these spaces would help to reduce gang activity, drug-use and crime levels amongst young people. **As a result, we have committed to developing an ambitious countywide youth offer, working with communities where they want to offer opportunities and activities for young people.**

Young people with experience of the care system from the Young Adults Council told us how important it is that children are given the right support while they are growing up so they can have the best chances in their adult life. **KCC’s staff** highly prioritise preventative work and early help, particularly for children and families, to act before problems become worse. **We have included commitments to progress the Change for Children programme to better support children and families and work with partners to make sure families get joined-up help.**

“Early Help interventions can help resolve issues before they escalate and become real problems.”

KCC member of staff

Young people, residents and KCC’s elected Members emphasised the importance of improving the mental health and emotional wellbeing of our children and young people and providing fast effective support if they start to experience mental health problems. **We will continue to work with schools on helping children and young people cope with difficulties to try and prevent mental health problems. We will ensure there are high quality child and adolescent mental health services available to help children and young people who need them without delay.**

Consultation comments



Do you think that the draft objectives will help us deliver this outcome?
 Yes – 33% (120), In part – 40% (149), No – 13% (48), Don't know – 14% (52)

You said

We did

<p>There needs to be more work to prevent children and young people experiencing problems, and to intervene early if they happen.</p>	<p>We agree that early intervention and prevention is important and the sections on <i>The best start in life</i> and <i>Prevention and early help for children and families</i> reflect our important work on this. We have expanded the <i>A county that works for all children</i> section to clearer about our preventative and advocacy role to champion children, young people and families, especially vulnerable students. We have clarified the objectives and added a new one to learn from best practice in prevention and early help in other areas and from our multi-agency work with vulnerable adolescents in North Kent and Medway.</p>
<p>More funding and resources are needed to support children, young people and families, from the earliest years to becoming adults.</p>	<p>We agree and have said at the start of this outcome that we need sufficient funding to support high quality services for children and young people including early years. This is one of our asks of Government and we will continue to stand up for Kent's interests despite the difficult funding situation. We have also included an ask of Government on reforming the special educational needs system as well as providing sufficient funding for these important services.</p>
<p>Sports, arts, culture and nature are important for children and young people's health and wellbeing, especially outdoor places to learn and play</p>	<p>We agree these are important to wellbeing and creating positive futures for children and young people. We've added more content on this and new objectives, including work we will do with our partners. We have also talked about the importance of safe green spaces for families in new developments in <i>Securing sustainable infrastructure</i>.</p>
<p>Young people need activities and things to do to help them develop and prevent them getting into trouble.</p>	<p>We have committed to providing a countywide youth offer and recognised the valuable preventative impact this should have. We have talked about how we will support community and voluntary groups to provide positive activities in the local community. We are investing more money to provide street-based youth workers in every Kent district outside of usual hours.</p>
<p>The emotional wellbeing and mental health of our children and young people is very important and there should be more support for this including in schools and colleges.</p>	<p>We had already emphasised the importance of this in the section on <i>Children and young people's mental health and wellbeing</i>. We have included recognition of the need for a smoother transition and continuity of support for young people needing mental health services as they reach adulthood, as well as improving support in schools and colleges. We have added new partnership objectives, based on suggestions from our partners.</p>

Outcome 7: Quality health, care and support



Early listening

Residents, KCC staff and young people feel it is important that KCC continues to provide quality social care and support for adults who need it. **We have committed in this outcome to continue to support the most vulnerable in our communities and keep striving to improve the quality and choice of support.** **KCC's Members** felt that securing adequate, fair funding from Government for adult social care is essential and **we have included objectives to develop the market of social care providers and continue to push Government for adequate centralised funding for adult social care.**

“What more we can do as a county council to ensure that the army of carers out there are being looked after as well?”

KCC elected Member

KCC's elected Members and staff and young people value the hard work of carers who care for family and friends and would like them to continue to be supported. **We have included commitments to develop a Business Carers Pledge with employers and make it easier for carers to find information, advice and guidance around care needs and services.**

Representatives of Parish Councils and KCC Members also felt that tackling social isolation is an important way to promote peoples' wellbeing. **We have included an objective to find new ways to prevent social isolation and loneliness.**

Wellness and wellbeing is a priority for **young people**, and **representatives of Parish Councils, KCC Members and partners delivering healthcare** in Kent have told us that it is important people take personal responsibility for their health and wellbeing. **We will work with our partners to promote healthy living and help communities and individuals stay well at all stages of life. By improving quality of life through all of our commitments in Kent's Future, Our Priority, we will be supporting people to live healthier and happier lives.**

“This walk has got me out and got me back meeting and talking to people”.

A recently widowed resident talking to a Parish Councillor about the 'Every Steps Counts' walking and social club

Residents told us how being able to get healthcare when they need it, including GP appointments, makes a big difference to their quality of life. **Representatives of Parish Councils** told us that people want to understand how changes to the way health and social care services are going to be provided locally will affect them. **We will clearly communicate our role in delivering an Integrated Care System for health and social care and what this means for people. We will work with partners to develop responsive local care in communities.**

“More money to mental health services, particularly in Margate there's a lot of talk of it.”

East Kent Resident, Female, 18-34 years

Residents, young people, KCC's elected Members, KCC's staff, representatives of Parish Councils, partners delivering health and social care and Kent's businesses have all told us about the importance of good mental health and wellbeing. **Young people and KCC staff** felt that early help was important in supporting people with mental health problems and **residents** wanted to see reduced waiting times for mental health services. **Partners delivering health and social care in Kent** are emphasising helping people to be resilient. **We have included a number of objectives**

to improve support for mental health, working with the NHS on delivering the Mental Health Matters hotline and safe havens for mental health support at any time of day.

Consultation comments



Do you think that the draft objectives will help us deliver this outcome?
 Yes – 32% (117), In part – 36% (132), No – 17% (63), Don't know – 14% (50)

You said	We did
More funding is needed for adult social care to make sure everyone gets the support they need as the population grows and ages.	We agree and we have included a new section on <i>Sustainable social care</i> and emphasised our ask of Government to ensure social care and public health services are adequately funded.
People need safe, high quality social care and support in all parts of the county and in their own homes.	In the new <i>Sustainable social care</i> section, we have included more detail on how we will provide a sufficient social care market to deliver quality services and choice for local people. We have committed to providing the right social care services in local communities and in people's homes and developing Local Care services with health partners.
There should be more opportunities for people to look after their own physical and mental health , including through activities that improve health and wellbeing and health checks.	We have included new content on how health checks are important to spot problems early and provide good advice on healthier lifestyles. As well as the new section on <i>Enjoying life in Kent</i> in the <i>Stronger and Safer communities</i> outcome, we have talked about social prescribing to help older and vulnerable people take part in positive activities to improve their health and wellbeing.
There are opportunities for joining up health and social care , especially making sure communities have the health and care facilities they need with housing growth	KCC is a partner to the developing Kent and Medway Integrated Care System and we are working with partners and providers in the independent sector to improve health and care across the county. We have separated this out in a new <i>Integrated, Health, Care and Support</i> section and added new objectives that have been suggested by our partners.
Homelessness is a big issue and KCC needs to do more with partners to provide support in communities	We have updated our section on homelessness to be clearer about the important multi-agency action on this issue, with partners including district and borough councils, substance misuse charities and providers of probation services.
The plan needs to say more about supporting people later in life , including on supporting people with dementia, housing for older people and staying connected to other people.	We have included more references to supporting older people throughout the document, including designing houses that can adapt to people's needs as they get older so people can stay in their own homes safely for as long as possible. Throughout the plan we have talked about the importance of community-led activities to help people feel connected and involved and less isolated. We had already added a section and specific objectives on supporting people with dementia.

We received some comments about NHS services in Kent, including difficulty in getting a GP appointment, concerns about the capacity and location of hospitals and shortages in medical staff. These are not services that KCC controls, but we are continuing to work closely with the NHS in Kent to plan for the right health and care infrastructure to meet people's needs.

How we will measure success

Over the next five years, Kent County Council will work to deliver the outcomes and objectives set out in *Kent's Future, Our Priority*. We need a clear way to know if we are making progress and check that what we are doing is leading to better quality of life in Kent.

During our consultation many people told us it was important that the plan was achievable, realistic and measurable. They asked us how we will measure success and where the detail about delivery will be.

We have developed *Kent's Future, Our Priority* by listening to residents so we can understand their experiences and what is important to them. We want to continue to have these conversations with people. This will help us to see how people's experiences are changing over time, so we know if we are making a difference. It will help keep us on track and let us know if we need to make changes and which actions to prioritise.

Now that we have set the outcomes and objectives, the 5 Year Plan sets out how we will develop a clear and open framework to measure and monitor our progress. This section was updated and clarified as a result of the consultation feedback we received. This will bring together all the information and data available to us, including what residents and service users are telling us, so we can get a good picture of how we are doing.

We will be open and honest about our progress and performance and communicate this clearly so people can hold us to account.

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