

COVID-19 and Corporate Planning

Agenda, 27th April 2020



The draft 5 Year Plan

In early March, Cabinet considered a draft 5 Year Plan which had been developed following extensive engagement and consultation.

The 5 Year Plan was due for approval at County Council on 19th March, but this was cancelled due to Covid-19 response.

Whilst we greatly appreciate the positive response to the draft 5 Year Plan, the context which KCC and the county is now operating within has substantially changed due to the long-term implications of Covid-19.

This requires a different approach to corporate planning. The level of uncertainty created by Covid-19 means setting a long-term 5 Year Plan is not currently possible.

**Kent's future,
Our Priority**
Kent County Council's 5 Year Plan 2020-25

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

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Looking ahead beyond Covid-19

KCC's wider operating environment is experiencing rapid and fundamental change as a result of Covid-19.

These huge changes are impacting on KCC's operating model and it will need to change and adapt accordingly through the recovery.

But, what are we recovering to? We cannot 'recover' to previous 'business as usual' given the scale of the social and economic shock.

We need to think beyond recovery to KCC's **transition** to a new operating model and our long-term **strategic** plan (5 Year Plan).

Despite the uncertainty we can make some assumptions about what those changes may look like, what this means for our future operating model and the kind of council we want to become.



Local Government Operating Environment

Public Sector becomes a larger part of the UK economy through both recession and recovery

Higher taxes and inflation used by Treasury to reduce deficit and recover national finances

Local government funding will continue to be constrained, with national resources focussed on supporting the NHS

Market sufficiency and sustainability issues for businesses and providers

Need for greater control and certainty over public sector supply chain

A stronger planning and accountability framework for public services

A push for greater 'integration' of services and 'system wide' planning

Greater Government appetite for 'macro level' interventions in public policy



Challenges to the Operating Model – Outward Looking

Our core purpose is to protect vulnerable people, including those who may become more vulnerable or find it harder to manage in changed social and economic circumstances, playing a visible, active role in Kent communities.

We may need to make strategic interventions to support good growth and good development within the Kent economy.

Market capacity may mean we need to adapt our Strategic Commissioning Authority strategy and review our supply chains to protect service continuity and to manage risk more effectively.

We need to rapidly develop our relationship with the VCSE sector, to support the sector to have the skills and resources they need to build sustainability and resilience.

We need to use this an opportunity to build on the excellent collaboration with partners through 'Kent Together' and continue to tackle shared public service challenges across the county.



Challenges to the Operating Model – KCC Focus

Members will need to play a stronger role in strategic policy development, to inform our future council strategy.

We need to more direct engagement with our residents as an organisation and keep them informed and involved as things change.

We need to make clear prioritisation decisions to balance our budget, protect frontline services, strengthen our resilience and support the county's economy.

Long term recovery and transformational change is going to place a lot of demands on the organisation and there will need to be a strong sense of accountability for delivery.

We may need to evolve our Holding Company and trading company arrangements to adapt to new commercial/operational challenges and opportunities.

We need to accelerate our utilisation of technology and the property estate to build on Covid-19 working practices, to lower our operating costs and progress environmental standards.



Positives from Covid-19 we want to transpose for the future

Innovation in the way we work and deliver services

Breaking down and working across organisational boundaries

Agile, flexible and quick to adapt

Strong sense of personal accountability

Clarity of purpose and objective

Excellent collaboration with partners

Playing an active role in supporting communities and the VCSE sector

A focus on security, sustainability and resilience



Roadmap for transition to new 5 Year Plan

