

Action Plan Update

Cabinet Meeting - 20th July 2020



Introduction

- Upper-tier local authority has statutory responsibility to lead the recovery phase of an emergency. The KRF recovery process has included 160 individuals from over 50 organisations. All activity has been undertaken virtually.
- Three stages/products to recovery – impact assessments, action plans and recovery strategy.
- Draft action plans are currently out for commentary and feedback with KRF partners (including separately to Kent Leaders, Kent Chief Executives and KCC Cabinet)
- Each action has been prioritised as essential, important or desirable.
- Actions have also been split into short-term (action to start within 6 months), medium-term (between 6 and 12 months) and longer-term (later than 12 months).
- 152 actions have been identified; 80 are opportunities, 58 are mitigations and 14 are a mix of both
- 43 actions relate to equality considerations

Actions by theme



Restoring services – actions for restoring and adapting critical services across Kent and Medway, which are essential for economic and civic life.



Resilience – actions for developing financial, sector, market, community or environmental resilience, so Kent and Medway is well-placed to respond to future events and changes



Planning and Preparation – actions to ensure that partners are well prepared and have the right plans and resources in place to respond quickly to further changes, such as a second wave or localised lockdown.



Vulnerabilities and inequalities – actions to better co-ordinate and improve support for vulnerable people, including existing and emerging vulnerabilities and managing new and hidden demand. It includes actions to reduce existing and emerging inequalities, including protected groups.



Lobbying – actions to lobby national Government and other regional or local partners on funding, policy and systemic issues related to COVID-19.



Commissioning – actions to change and improve our commissioning culture, practice and join up commissioning opportunities between partners.



Funding – actions to secure sufficient funding, additional funding or improve access to funding, at a local and national level.



Redesign – actions to redesign and transform services, systems and sectors to benefit Kent and Medway residents.

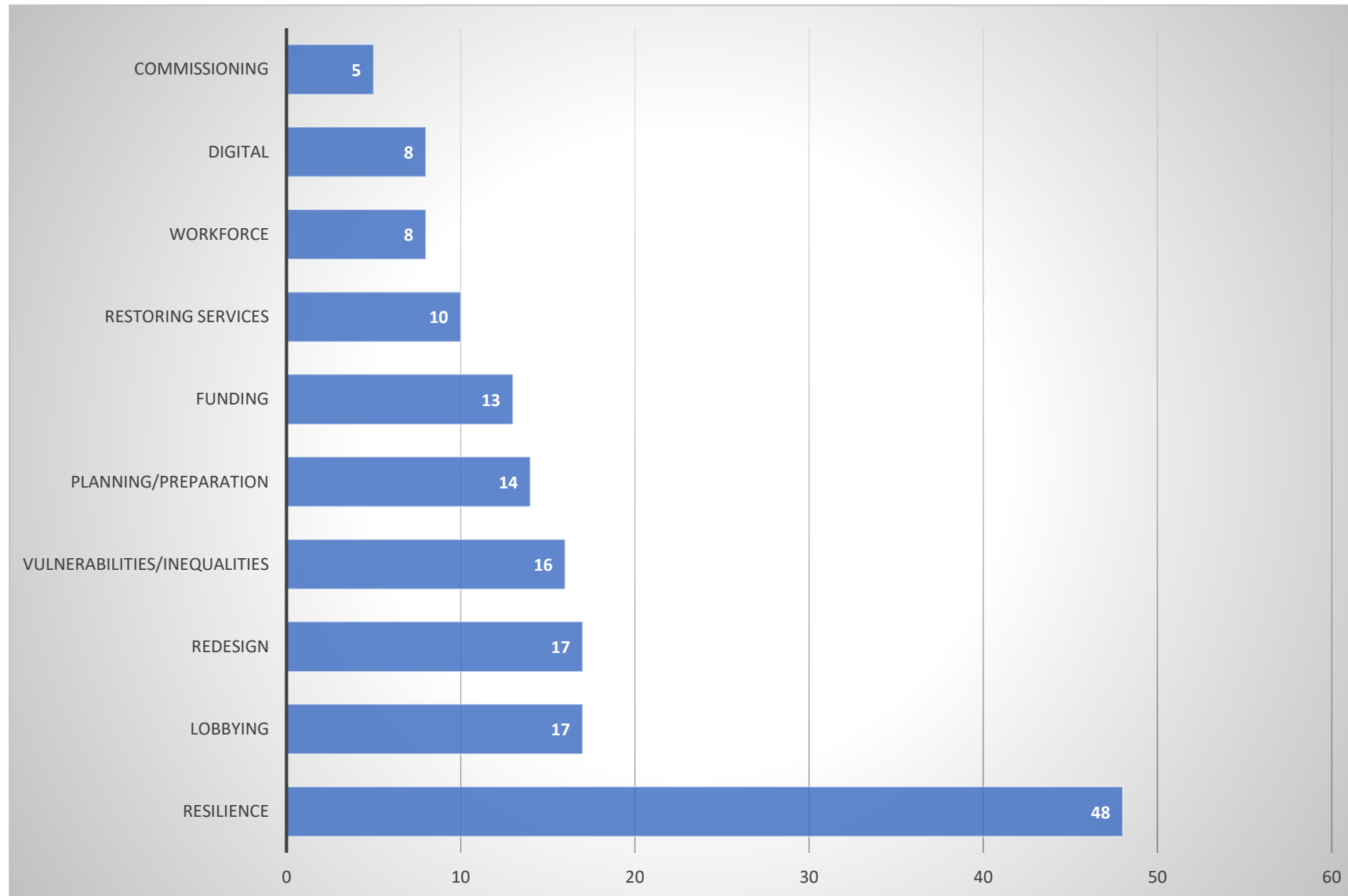


Workforce – actions for training, practical, emotional and professional support and peer support across the workforce, including cultural and behavioural change.



Digital – actions to improve digital access, address digital poverty and enhance digital infrastructure across Kent and Medway.

Count by theme



Mitigating actions

Mitigating actions are critical to achieve a successful recovery as they focus on mitigating risks and managing significant issues and impacts. Overall, 72 (47%) of actions identified in the action plans are mitigating actions (including mitigations and mitigation/opportunities).

Partners are asked to consider prioritising the mitigating actions, particularly essential and short term mitigations which need to be delivered in the next 6 months. 64% of mitigating actions have at least initial resources in place to deliver.

- Of the mitigating actions, 50 actions (69%) are considered **essential** mitigations. The timeframe for essential mitigations included 64% short term, 24% medium term and 6% long term. 70% of essential mitigations have at least initial resources in place to deliver.
- Of the mitigating actions, 17 actions (24%) are considered **important** mitigations and of these 53% have at least initial resources in place to deliver.
- Of the mitigating actions, 5 actions (7%) are considered **desirable** mitigations and of these 40% have at least initial resources in place to deliver.

Opportunity actions

Opportunity actions are important to take forward positive options and opportunities either as individual organisations or partners. Overall, 80 actions (53%) identified in the action plans are opportunity actions. These include actions such as improving the quality of our support offer for vulnerable people or enhancing digital access.

However, by their very nature, opportunities are there to be taken, dependent on partner discretion and whether there is sufficient resource, capacity and appetite to deliver. 65% of opportunities have at least initial resources in place to deliver.

- Of the opportunity actions, 18 actions (23%) are considered **essential** opportunities and of these 61% have at least initial resources in place to deliver.
- Of the opportunity actions, 49 actions (61%) are considered **important** opportunities and of these 67% have at least initial resources in place to deliver.
- Of the opportunity actions, 13 actions (16%) are considered **desirable** opportunities and of these 62% have at least initial resources in place to deliver.

Essential short-term actions

42 essential, short term were identified across the 7 recovery action plans. These are the most urgent actions that need to be progressed across Kent and Medway within the next 6 months.

Typical types of essential short-term actions include:

- Putting together a package of economic support measures, including the business helpline, employment task force and initial employment offer.
- Priority lobbying activities, including sufficient council funding, homelessness, housing, public transport, employment support and green recovery.
- Urgent planning activities, including second wave planning, Section 114 financial analysis, return to school plan, economic renewal and resilience plan, winter flu, local outbreak control plan, care home recovery plan, track and trace and demand in health and social care referrals.
- Restoring essential services, including schools and childcare, mental health, recovering delays in Education Health and Care Plans and opening town centres.
- Priority redesign activities, including redesign children's services based on feedback, citizen engagement, digital poverty, all age strategy, flexibilities in contract extensions for VCS providers and core funding and grant funding arrangements for VCS partners.

All actions by lead partner organisation or partnership

The actions will be taken forward for delivery by individual organisations or partnerships, which are identified within the action plans.

There is usually more than one organisation or partnership involved in the delivery of each action, even if there is a lead organisation/partnership who co-ordinates the work to take it forward:

- 61% of actions involve public sector organisations
- The greatest involvement in actions includes Kent County Council (25%), Medway Council (19%), District, Borough and City Councils (11%) and NHS (3% - it should be noted that the NHS have their own Reset Recovery Programme, which the Health and Social Care Recovery Cell is engaged with)
- 19% of actions involve public sector partnerships, which includes groups such as the Kent Finance Officers Group, Kent and Medway Housing Group, Kent Developers Group and Kent Planning Group
- 5% of actions involve COVID-19 Response and Recovery Groups
- Health and social care partnerships (including the Kent and Medway Integrated Care System) are involved in 4% of actions, economic partnerships/providers are involved in 3% of actions, and voluntary and community sector partners/providers are involved in 3% of actions.

Action handover

- Subsequent to any further feedback on Action Plans – the draft Recovery Strategy will be circulated for consultation to KRF partners, Kent Leaders, Kent Chief Executives and KCC Cabinet this week
- The Recovery Strategy will be then be considered by Kent Leaders on 6 August
- It will then be considered by KRF Strategic Co-ordination Group (Gold) on 12 August
- RCG will then write to each organisation/partnership handing over actions and ask for them to be taken forward through normal BAU arrangements – with a focus on short term essential actions that have been identified
- RCG role will then change:
 - light-touch monitoring role of the Recovery Strategy, with any review and update as necessary
 - engagement with ongoing national and regional recovery structures
 - preparation for any further stand-up through COVID-19 and/or EU transition