



KRF COVID-19 Recovery Strategy

Appendix B – Recovery Cell Action Plans

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Economy - Recovery Action Plan

Action No.	Action to be taken	Action to mitigate or action for opportunity? (Mitigate or Opportunity)	Lead organisation or partnership	Named Lead (if appropriate)	Timescale Short: 0-6 months, Medium: 6-12months Longer: 12months+	Resources / capacity required	Priority Essential, Important or Desirable
1	Launch a marketing campaign to promote Kent's visitor economy, focused initially on the regional market and with the aim of driving advance bookings/ longer term interest and in the longer term supporting the sustainability and resilience of the tourism and hospitality sector. Also links to Infrastructure Action 27.	Mitigate	Visit Kent	Deirdre Wells	Short Term	Staff capacity within Visit Kent. Additional resources (£50k) committed by KCC	Important
2	Delivery of a COVID-19 Support Helpline, to provide businesses with independent advice and signposting during the crisis	Mitigate	KCC/Medway Council /Kent Districts/ Kent Invicta Chamber of Commerce	Susan Berdo/ Jo James	Short Term	c. £200k (initial resource committed for first 3 months and now extended)	Essential
3	Commission refresh of Workforce Skills Evidence Base making use of live vacancy data to support plans for employment brokerage and support (including for those who are more vulnerable in the labour market) and medium-term skills planning. This should also support workforce proposals linked with the work of the other Recovery Cells	Mitigate	KCC/ Further Education Colleges (FE) in partnership with Kent & Medway Economic Partnership (KMEP) partners	David Smith/Simon Cook	Short Term	£25k, potentially a small ongoing annual cost	Important
4	Prepare a Kent and Medway Renewal and Resilience Plan to support recovery and guide activity over the next 12-18 months	Mitigate and Opportunity	KCC/ KMEP partners	David Smith	Short Term	Staff resource and partner time	Essential
5	Redeploy Kent and Medway Business Fund to provide flexible loan finance complementing Government support	Opportunity	KCC/Medway Council	David Smith/Sue Berdo	Short Term	£6 million, within available Kent & Medway Business Fund (KMBF)	Important
6	Develop a package of measures to support the 'reopening' of the High Street/ town centres in the short term, linked with improved environmental quality and the promotion of active travel	Mitigate	Kent Districts and Medway Council	n/a	Short Term	Resources to be clarified - combination of revenue and capital	Essential
7	Establish Employment Task Force to progress package of employment mitigation measures	Mitigate	KCC/ Medway Council and wider partnership	David Smith	Short Term	Partner and secretariat time. Potentially some budget requirement - c.£50k	Essential
8	Develop initial employment offer, linked with Employment Task Force	Mitigate	KCC/ Medway Council /FE Colleges/Job Centre Plus	David Smith	Short Term	Staff time (inc time from colleagues in JCP/ Dept for Work & Pensions (DWP))	Essential
9	Launch process to identify pipeline of potential capital and revenue projects, especially where these will support sustainable growth and help to drive employment (linked with Infrastructure Cell Action 3)	Opportunity	KMEP partners	KCC: David Smith, Lee Burchill; KMEP: Sarah Nurden; Medway: tbc	Short Term	Initially, staff time only, although business case development will require further work	Important
10	[Ongoing] Consider how existing strategies and plans (e.g. Energy and Low Emissions Strategy) can contribute to economic recovery and resilience	Opportunity	KCC/ Medway Council/ Kent Districts	David Smith, Stephanie Holt-Castle	Short Term	Staff time	Important

11	Launch a medium-term programme of business support, focused on enabling businesses and third sector organisations to adopt and adapt to new technology where this will improve productivity	Opportunity	KCC/ Medway Council, Kent Invicta Chamber of Commerce	tbc	Medium Term	Extension/ flexing of current business support funding; longer term action	Important
12	Develop proposals for the rollout of residential and commercial retrofit linked with local supply chain and employment opportunities and with emerging proposals from Government and elsewhere	Opportunity	KCC/ Medway Council	Stephanie Holt-Castle; Christine Wissink	Medium Term	Potentially a modest amount of funding for project development; external funding for delivery	Important
13	Develop the business case for a programme of further investment in digital connectivity and (subject to the business case) secure funding. This should also link to work relating to digital inclusion and digital skills (including skills for businesses)	Opportunity	KCC	Liz Harrison	Medium Term	External funding for delivery	Important
14	Identify the need and opportunity for, and viability of, potential intervention in the commercial property market (including potential for external funding)	Opportunity	KCC/ Medway Council	David Smith	Medium Term	External funding for delivery	Desirable
15	Develop the business case for additional apprenticeship and other employment support interventions linked with longer-term support for a low carbon economy and (subject to the business case) secure funding. This should include development of an Environmental/Land Management employment and/or apprenticeship scheme targeting groups in greatest need of employment support and supporting green recovery	Opportunity	KCC/ Medway Council	David Smith, with actions sequential to Actions 7 and 8 above	Medium Term	External funding for delivery	Important
16	Build the Renewal and Resilience Plan into strategies to secure investment in Kent and Medway to support future employment, productivity and the transition to a net-zero economy, through public and private funding and mechanisms such as Section 106 contributions	Opportunity	KCC/Medway Council	David Smith	Longer Term	Staff resources initially	Important

Infrastructure - Recovery Action Plan

Action No.	Action to be taken	Action to mitigate or action for opportunity? (Mitigate or Opportunity)	Lead organisation or partnership	Named Lead (if appropriate)	Timescale Short: 0-6 months, Medium: 6-12months, Longer: 12months+	Resources / capacity required	Priority - Essential, Important or Desirable
Whole cell							
1	Respond to Government economic recovery strategy, including infrastructure investment opportunities	Opportunity	Kent and Medway Economic Partnership (KMEP)	David Smith - Director of Economic Development, KCC	Short Term	Economy Recovery Cell investment channel	Important
2	Consider Covid-19 recovery alongside future implications to Kent from the UK's exit from the EU in December 2020	Mitigate	Kent Resilience Forum	Mark Rolfe - Interim Head of Kent Resilience Team	Short Term	Kent Resilience Team	Essential
3	Development and mobilisation of a pipeline of potential projects to benefit from future government and wider funding opportunities	Opportunity	Kent and Medway Economic Partnership	David Smith - Director of Economic Development / Sarah Nurden- Strategic Programme Manager for the Kent & Medway Economic Partnership (KMEP) / Lee Burchill - Local Growth Fund Programme Manager, KCC	Short Term	Cross-cell activity with Economy Recovery Cell	Important
4	Review and revise Kent Design Guide to reflect changing needs / demands and post-COVID-19 opportunities including public health, net gain for biodiversity, quality and sufficient green spaces, effective facilities for greater recycling and to enable greater digital home working.	Opportunity	Kent County Council	Richard Kidd - Project Manager- Area Lead, KCC	Short Term	Current project management sufficient. Medway Council and District / Borough Councils are key stakeholders.	Important
Housing and Commercial Delivery							
5	Progress Kent and Medway Infrastructure Proposition with Government, ensuring an "infrastructure first" approach	Opportunity	Kent County Council / Medway Council / All District / Boroughs	Tracey Kerly – Chief Exec, Ashford Borough Council / David Godfrey – Policy Adviser, KCC	Short Term	Staff and partner resource, plus government capacity funding and capital investment	Essential
6	Lobby Ministry for Housing, Communities & Local Government (MHCLG) and Homes England for new affordable development finance for Small & Medium Enterprises (SMEs)	Mitigate	Kent Developers Group (KDG) / Kent Planning Officers Group (KPOG)	Nick Fenton – Chair of KDG / Mark Pullin – Chair of KPOG	Short Term	From within existing partnership working and dialogue with MHCLG and Homes England – Funding investment from MHCLG and Homes England	Essential
7	Lobby MHCLG and Homes England for additional social housing grant for Local Authorities and Housing Associations, to develop new homes at social rent	Mitigate	Kent Housing Group (KHG) / Kent Developers Group	Jo Ellis – Chair of KHG / Nick Fenton - Chair of KDG	Short Term	From within existing partnership working and dialogue with MHCLG and Homes England – Funding investment from MHCLG and Homes England	Essential
8	Lobby MHCLG and Homes England to establish a relief fund payable to Local Authorities to support cash flow of developers as they recover from COVID-19 shutdown to enable Section106 and Community Infrastructure Levy (CIL) obligations to be paid on time or in advance. This will support recovery for both Councils and Developers.	Mitigate	Kent Developers Group / Kent Planning Officers Group	Nick Fenton – Chair of KDG / Mark Pullin – Chair of KPOG	Short Term	From within existing partnership working and dialogue with MHCLG and Homes England – repayable funding from MHCLG/Homes England	Essential

9	Lobby MHCLG and Homes England to allow Social Housing Grant on S106 Affordable Housing Contributions, including i) S106 Affordable Housing Grant Available on all schemes <75 homes' and ii) S106 Affordable Housing Grant Available if over-perform by >30%. This is designed to support Registered Providers in delivery of social housing, increase overall housing delivery, pace of delivery, support SMEs and increase overall supply of Social Housing. This will also increase viability in marginal markets e.g. Coastal East Kent	Opportunity	Kent Housing Group / Kent Planning Officers Group / Kent Developers Group	Jo Ellis – Chair of KHG / Mark Pullin – Chair of KPOG / Nick Fenton – Chair of KDG & Brian Horton - South East Local Enterprise Partnership (SELEP)	Short Term	From within existing partnership working and dialogue with MHCLG and Homes England – repayable funding from MHCLG/Homes England	Essential
10	Lobby MHCLG and Homes England for extension of Help to Buy on current terms, without detrimental impacts to other funding streams	Mitigate	Kent Developers Group / Kent Planning Officers Group / Kent Housing Group	Nick Fenton – Chair of KDG / Mark Pullin – Chair of KPOG / Jo Ellis – Chair of KHG	Short Term	From within existing partnership working and dialogue with MHCLG and Homes England –funding from MHCLG / Homes England	Essential
11	Implement the Kent and Medway Housing Strategy, considering opportunities and demands as a result of COVID-19	Opportunity	Kent Housing Group	Jo Ellis – Chair of KHG	Short Term	From within existing partnership working and dialogue with partners	Essential
12	Consider best practice in developing a diverse supply chain of developers including promotion of SME developers and through changes to National Planning Policy Framework (NPPF)	Opportunity	Kent Planning Officers Group / Kent Developers Group	Mark Pullin – Chair of KPOG / Nick Fenton – Chair of KDG	Short Term	From within existing partnership working and dialogue with Government and local partners	Essential
13	Lobby Government to relax existing rules for Self-Invested Personal Pensions (SIPPs) to enable investment in residential property'	Opportunity	Kent County Council /	David Godfrey - Policy Adviser / Nick Fenton - Chair of KDG	Short Term	Within existing resources	Desirable
14	Continued support and promotion of Kent and Medway Planning Protocol and importance of planning as part of COVID-19 sustainable growth led economic recovery	Opportunity	Kent Planning Officers Group / Kent Housing Group / Kent Developers Group	Mark Pullin – Chair of KPOG / Brian Horton - KHG Executive Board member / Nick Fenton - Chair of KDG	Medium Term	From within existing partnership working. Effective delivery may require protected / prioritised investment in Councils' Planning Service	Important
15	Consider opportunities for active Planning Authority role in identifying public land and collaborating with Registered Providers and large and small developers to create development opportunities.	Opportunity	Kent Planning Officers Group / Kent Housing Group / KCC	Mark Pullin – Chair of KPOG / Jo Ellis – Chair of KHG / Rebecca Spore - Director of Infrastructure, KCC	Medium Term	From within existing partnership working and dialogue with MHCLG and Homes England –funding from MHCLG/Homes England – Strategic priority for land disposal recognised, supported and actioned. Partnership activity to include Kent Estates Partnership.	Important
16	Lobby Government in support of the Local Government Association's call for further investment in One Public Estate programme and increase in the availability of developable and deliverable land	Opportunity	Kent Estates Partnership (KEP) / KCC	Julie Beilby (Chair of KEP) / Rebecca Spore - Director of Infrastructure, KCC	Medium Term	Lobbying within existing resources. Potential for additional resource requirements in future delivery of any programme. Actions in Finance Action Plan for Kent Finance Officers' Group (KFOG) to liaise with One Public Estate to explore potential opportunities for sharing offices and to explore the potential for greater co-location of public services.	Important
17	Consider opportunities of Green led recovery, including community level cross tenure and retrofit of existing homes, with initial focus on Local Authorities and Registered Providers. Links to KCC concept of 'No Use Draughty'	Opportunity	Kent and Medway Sustainable Energy Partnership (KMSEP) / Kent Housing Group	Brian Horton- SELEP & Chair of KMSEP / Lucy Breeze - Kent Environment Strategy Programme Manager, KCC	Medium Term	From within existing partnership working – funding from Government and other external sources required. Potential funding available through Green Homes Fund and new government Social Housing Decarbonisation Fund to help social landlords improve energy-efficiency in social rented homes (demonstrator project in 2020-21).	Essential

18	Retrofitting of public sector estates to get to net zero. E.g. insulation, building controls and LED Lighting programmes.	Opportunity	Partnership with KCC, Medway Council and Districts / Boroughs / public sector	Steve Baggs - Sustainable Estates Project Manager, KCC	Medium Term	Action to be taken forward across public sector partners. Potential funding available through £1bn government investment over the next year in a Public Sector Decarbonisation Scheme.	Important
19	Continued joint working on development of Infrastructure Funding Statements	Opportunity	Kent Planning Officers Group	Mark Pullin – Chair of KPOG	Medium Term	Resourced within existing capacity	Important
20	Implement of Kent Design Guide, working with key stakeholders, to reflect changing needs / demands post COVID-19	Opportunity	Kent County Council	Richard Kidd - Project Manager- Area Lead Infrastructure, KCC	Longer Term	Resource needs to be discussed with Project Support Team/ Medway Council and District / Borough Councils are key stakeholders	Important
21	Respond to Government sponsored independent review of build out, including promotion of Joint Ventures (JVs) and partnerships and the promotion of opportunities for new ways of working – diversification of tenure and new ways of delivering	Opportunity	Kent Developers Group / Kent Planning Officers Group / Kent Housing Group	Nick Fenton – Chair of KDG / Mark Pullin – Chair of KPOG / Brian Horton – KHG Executive Board member	Longer Term	From within existing partnership working and dialogue with MHCLG and Homes England	Important
22	Address productivity concerns as a result of COVID-19 and build resilience through promotion of modern methods of construction and diversification of supply	Opportunity	Kent Developers Group / Kent Housing Group / Kent Planning Officers Group	Nick Fenton – Chair of KDG / Brian Horton – KHG Executive Board member / Mark Pullin – Chair of KPOG	Longer Term	From within existing partnership working – funding from Government and other external sources required	Important
23	Assess the impact of COVID–19 on commercial property space and demand and ensure that the delivery and development of employment land carries appropriate priority, alongside that of housing and infrastructure	Opportunity	Kent Developers Group / Locate in Kent (LiK) / Kent Planning Officers Group	Nick Fenton – Chair of KDG & LiK Board member / Mark Pullin – Chair of KPOG	Longer Term	From within existing partnership working – funding through Joint Venture opportunities and other external sources required (Public Pension Funds)	Important
Digital and ICT Infrastructure							
24	Encourage Government to consider extension to virtual meeting legislation as an option for providing greater flexibility for Local Authorities in future	Opportunity	Joint Kent Chiefs	Tracey Kerly – Chief Exec, Ashford BC	Short Term	KCC / Medway Council & District / Borough Councils – Potential role for Kent Secretaries Group	Important
25	Review and consider safe and practical options for physical/hybrid council meetings where required	Mitigate	Joint Kent Chiefs	Tracey Kerly – Chief Exec, Ashford BC	Short Term	KCC / Medway Council & District / Borough Councils – Potential role for Kent Secretaries Group	Important
26	Continued sharing of digital best practice, including virtual meetings and lessons learnt	Opportunity	Kent Connects	Phil Murphy - Infrastructure Business Partner / Julie Johnson- Partnerships and Programme Manager, KCC	Short Term	No additional resources required	Important
27	Review of available public information for optimising in-premise broadband connectivity	Opportunity	Kent County Council	Liz Harrison - Economic Development Manager, KCC	Short Term	To build on and signpost to nationally available information. Local resource implication to KCC Broadband team.	Desirable
28	Consider potential COVID-19 Challenge bid to access MHCLG Local Digital funding for Digital, Data and Technology projects which look to combat challenges faced by local government as a direct result of COVID-19	Opportunity	Kent Connects	Phil Murphy - Infrastructure Business Partner / Julie Johnson- Partnerships and Programme Manager, KCC	Short Term	Additional funding available. Potential for short term resource demands in bidding process and delivery within 2 months	Desirable
29	Continued promotion of Kent Broadband Top Up Voucher Scheme to improve connectivity in not-spot locations	Opportunity	Kent County Council	Liz Harrison - Economic Development Manager, KCC	Medium Term	Support from district partners to maximise local take up. Bid submitted to MHCLG for shovel ready scheme to extend scope to include rural homes and businesses in Medway.	Important

30	To explore partnership opportunities for developing public sector workforce digital / ICT skills	Opportunity	Kent Connects	Phil Murphy - Infrastructure Business Partner / Julie Johnson- Partnerships and Programme Manager, KCC	Medium Term	Partnership activity to align with individual organisation Organisational Development approaches	Important
31	Consider greater use of Kent Public Service Network (KPSN) across Kent public sector including exploring technical solutions and increased data sharing opportunities	Opportunity	Kent Public Service Network (KPSN)	Dave Lindsay - Head of KPSN	Medium Term	To engage Joint Kent Chiefs	Desirable
32	Continued work with broadband network and mobile network operators to maximise market-led investment in gigabit capable and enhanced mobile services across Kent.	Opportunity	Kent County Council	Liz Harrison - Economic Development Manager, KCC	Medium Term	Support from district partners to enable delivery as required e.g. securing wayleaves etc	Essential
33	Promotion of Kent and Medway Data Sharing Agreement	Opportunity	Kent County Council	Andy Cole - Head of Technology Commissioning and Strategy, KCC	Medium Term	To liaise with Dartford District Council re: current position of the Agreement. Kent Connects to support partnership opportunities	Important
34	Roll out of public WiFi platform across KPSN partners to support digital inclusion and public access to services.	Opportunity	Kent Public Service Network (KPSN)	Dave Lindsay - Head of KPSN	Medium Term	Capital cost met by Kent Connects; Revenue cost met by KPSN; Utilisation of existing organisations' WiFi infrastructure. Proof-of-concept completed with further rollout across KPSN partners planned.	Desirable
35	Collaboration with Government on 'Outside In' programme to improve Gigabit capable broadband in hard-to-reach areas.	Opportunity	Kent County Council	Liz Harrison - Economic Development Manager, KCC	Longer Term	Current under discussion with Dept for Digital, Culture, Media & Sport (DCMS)	Essential
36	Continued support and piloting of innovative projects including Smart Kent and Medway project (e.g. Internet of Things technologies)	Opportunity	Kent Connects	Phil Murphy - Infrastructure Business Partner / Julie Johnson- Partnerships and Programme Manager, KCC	Longer Term	Use of Kent Connects development funding	Desirable
Transport							
37	Delivery of COVID-19 Emergency Active Travel Fund projects - 1st Tranche	Opportunity	Kent County Council / Medway Council	Tim Read - Head of Transportation, KCC / Michael Edwards, Head of Integrated Transport, Medway Council	Short Term	Design engineers and contractor resource needed. District / Borough Council engagement in supporting implementation. Funding allocation in Tranche 1 - Kent £1,600,000 and Medway Council £242,500.	Important
38	Application for COVID-19 Active Travel Fund projects – 2nd Tranche	Opportunity	Kent County Council / Medway Council	Tim Read - Head of Transportation, KCC / Michael Edwards, Head of Integrated Transport, Medway Council	Short Term	Design engineers and contractor resource needed. District / Borough Council engagement in identifying schemes and in implementation. (NB. Alignment with District and Borough Local Cycling and Walking Infrastructure Plans). Indicative funding allocations for Tranche 2 - Kent £6,419,000 and Medway Council £1,236,000.	Important
39	Implement revised table and chair licensing and town centre management	Mitigate	Kent County Council / Medway Council / District / Borough Councils	Andrew Loosemore - Head of Highways Asset Management, KCC / Kirstie Williams - Mid Kent Highway Manager, KCC / Mandy Francis, Principal Licencing Officer, Medway Council	Short Term	Resource and financial implications for Districts / Boroughs from new burden	Essential

40	To lobby government as follows: - To continue to provide COVID-19 Bus Services Support Grant (CBSSG) until social distancing on public transport and in wider society removed. - To provide ring fenced funding to local authorities for the provision of additional public transport to enable return of schools in September. - To provide additional funding for dedicated school transport for September. - To provide greater clarity on social distancing on public transport.	Mitigate	Kent County Council / Medway Council	Phil Lightowler - Head of Public Transport, KCC / Michael Edwards, Head of Integrated Transport, Medway Council	Short Term	Financial resources required by KCC to provide additional capacity for return of schools and continued funding of public bus services. Operators need certainty on funding so that continued operation is maintained and they can plan for the coming six months. Pressure on KCC Public Transport planning resources during the recovery period.	Essential
41	Development of public communications seeking to provide assurance to those who have been shielding / socially isolating, based on latest government public transport guidance and the local safety measures in place.	Mitigate	Kent County Council / Medway Council	Phil Lightowler - Head of Public Transport, KCC / Michael Edwards, Head of Integrated Transport, Medway Council	Short Term	To be resourced through existing teams. Potential financial resource required for comms.	Important
42	Strategic Planning – Engagement with Transport for the South East on longer-term scenario planning as part of the development of 2050 transport strategy for the South East	Opportunity	Kent County Council / Medway Council	Joe Ratcliffe - Transport Strategy Manager, KCC / Andrew Bull, Strategic Infrastructure Planner, Medway Council	Medium Term	Officer time within Transport Strategy Teams	Essential
43	Future transport planning as part of the development of a new statutory Local Transport Plan (LTP) to maximise the benefits from the increase in active travel	Opportunity	Kent County Council / Medway Council	Joe Ratcliffe - Transport Strategy Manager / Andrew Bull, Strategic Infrastructure Planner, Medway Council	Longer Term	Officer time within Transport Strategy Teams. Financial resource required for appraisal and environmental assessment.	Essential
44	Strategic infrastructure funding opportunities – bid to Govt &/or South East Local Enterprise Partnership (SELEP) for various funding opportunities	Opportunity	Kent County Council / Medway Council	Tim Read, Head of Transportation / Joe Ratcliffe - Transport Strategy Manager, KCC / Andrew Bull, Strategic Infrastructure Planner, Medway Council	Longer Term	Staff needed to develop business cases and bids and/or funding for consultants to assist	Essential
Environment and Green Infrastructure							
45	Lobby for substantial Government investment to support a green recovery in Kent based on existing statutory and evidence-based projects, strategies and programmes	Mitigate	Kent County Council / Medway Council	Christine Wissink - Interim Head of Sustainable Business & Communities / Vicki Emrit, Project Officer Climate Change, Medway Council	Short Term	Partnership working and dialogue including Kent Leaders and Joint Kent Chiefs	Essential
46	Development of a proposal to Government for a Green Recovery Grants Scheme (based on already successful model of Area of Outstanding Natural Beauty [AONB] Sustainable Development Fund), and / or similar environmental investment opportunities (e.g. New Green Deal)	Mitigate and opportunity	Kent Downs AONB	Nick Johannsen - Director, Kent Downs AONB	Short Term	External finance team at KCC to manage financial due process/ Officer time at Kent Downs AONB to manage grant process	Important
47	Explore opportunities to address financial risks faced by environmental charities, Non Governmental Organisations (NGOs) and local authorities to ensure valuable green space across Kent is not lost and the continuation of nature conservation work.	Mitigate	Kent Nature Partnership	Liz Milne - Natural Environment & Coast Manager, KCC	Short Term	Financial risks to voluntary, community and social enterprise sector being considered by Voluntary Sector Recovery Cell. Potential funding available through government investment in a Green Jobs Challenge Fund for environmental charities and public authorities.	Essential

48	Ensure increased access to green infrastructure and natural space as a result of COVID-19 is appropriately managed to support social distancing, maintain essential facilities and staffing and ensure there is no detrimental impact to the environment as a result of increased access.	Mitigate	Kent County Council / Medway Council / All District / Boroughs	Liz Milne - Natural Environment & Coast Manager, KCC	Short Term	Officer time required.	Essential
49	Delivering and enhancing green infrastructure (e.g. tree commitments, country parks and public right of way), to be considered alongside amenity needs and pressures highlighted during the lockdown period so that multifunctional spaces are developed.	Opportunity	Kent County Council / Medway Council / All District / Boroughs	Liz Milne - Natural Environment & Coast Manager, KCC	Medium Term	Officer time required.	Important
50	Accelerating delivery of statutory strategies, focussing on asset management, growth and the green recovery e.g. Energy and Low Emissions Strategy; Biodiversity Strategy, Area of Outstanding Natural Beauty Management Plans (statutory)/Government Landscape Review and Local Nature Recovery Strategies and Nature Recovery Networks	Opportunity/ Mitigate	KCC, Medway Council and partnership with Districts / Borough Councils	Christine Wissink - Interim Head of Sustainable Business & Communities, KCC	Medium Term	Some additional management and finance support depending on scale	Important
51	Accelerating delivery of green infrastructure and renewable energy projects (Solar Photovoltaic on public buildings; retrofitting of public sector estates to reach net zero; net zero housing retrofit scheme, No Use Draughty; linking Low Carbon Across South East [LoCASE]/No Use Empty properties, country park and nature reserve enhancements, Countryside Management Partnerships and AONB management plan projects, community participation; Public Rights Of Way [PROW] enhancement and wildlife corridors linked to active travel)	Opportunity and Mitigate	KCC	Christine Wissink - Interim Head of Sustainable Business & Communities (SBC), KCC	Medium Term	Funding to offer retrofit incentives, officer to develop and run behaviour change campaign, Sustainable Business & Communities (SBC) / Procurement time to establish new retrofit Framework. Individual partnership / governance arrangements for each project.	Important
52	Development of easily accessible and high quality new green infrastructure and natural space that is sited where it is most needed and designed to ensure multiple natural capital benefits for both people and wildlife	Opportunity	Kent County Council / Medway Council / All District / Boroughs	Liz Milne - Natural Environment & Coast Manager	Longer Term	Officer time required.	Important
53	Accelerating large scale, transformational green infrastructure and renewable energy projects (Heat Networks, Net zero carbon as default in development, solar farms and use of hydrogen in Kent, Nature Recovery Network, Local Nature Recovery Strategies, Big Chalk Landscape Partnership)	Opportunity	KCC / Medway Council	Christine Wissink - Interim Head of Sustainable Business & Communities, KCC / Vicki Emrit, Project Officer Climate Change, Medway Council	Longer Term	Funding to offer retrofit incentives, officer to develop and run behaviour change campaign, SBC/Procurement time to establish new retrofit Framework. Individual partnership / governance arrangements for each project.	Important
54	Working closely with utility infrastructure providers to develop sustainable infrastructure solutions in response to behavioural changes observed as a result of COVID-19	Opportunity / Mitigate	Kent County Council	Steve Baggs - Sustainable Estates Project Manager / Deborah Kapaj - Sustainable Estates Programme Manager	Longer Term	Partnership development, planning and financial support.	Important
55	Development of programme of nature connectedness and therapeutic interventions as part of mental health and wellbeing recovery across Kent, in particular post traumatic interventions for NHS, key workers and those most vulnerable or affected by COVID-19.	Opportunity / Mitigate	Kent Downs AONB	Nick Johannsen - Director, Kent Downs AONB	Longer Term	Partnership project. Some additional management and finance support depending on scale	Essential

Waste							
56	Further development of 'A Case for Waste', ensuring future Community Infrastructure Levy and S106 infrastructure meets post-COVID-19 demands / needs.	Opportunity	Kent County Council	David Beaver - Head of Waste Management and Business Services, KCC	Medium Term	Partnership working between County Council and District / Borough Councils	Important
57	Continued development of Household Waste Recycling Centres booking system	Opportunity	Kent County Council / Medway Council	David Beaver - Head of Waste Management and Business Services, KCC	Medium Term	KCC officers	Important
58	Consider opportunities and challenges as a result of COVID-19 in the implementation of the agreed Waste Infrastructure programme, two new Transfer Stations, one new Household Waste Recycling Centre and the development of wider final waste disposal infrastructure within the County	Opportunity	Kent County Council	David Beaver - Head of Waste Management and Business Services	Longer Term	KCC Officers	Important

Children and Young People - Recovery Action Plan

Action No.	Action to be taken	Action to mitigate or action for opportunity? (Mitigate or Opportunity)	Lead organisation or partnership	Named Lead (if appropriate)	Timescale Short: 0-6 months, Medium: 6-12months Longer: 12months+	Resources / capacity required	Priority - Essential, Important or Desirable
1	<p>Review and redesign services informed by feedback</p> <p>This will include embedding new service innovations and co-designing online materials to populate multi-agency digital platforms that better engage with children and young people. Services will use technology that children and young people employ in their daily lives, sharing more information and undertaking communications with them, using smart phones and social media applications. Schools will also build on the greater understanding from parents and carers about the importance of the home learning environment and the value of education by encouraging them to engage and support their children with 'catch up' learning. Services will embed new innovative technologies to support better service access such as the Digital Youth Offer, the remote Health Appointments System and the Post-16 Transition Helpline.</p>	Opportunity	KCC, Medway Council, NHS	Sarah Hammond, Lee-Anne Farach, Jane O'Rourke	Short Term	No - Already in place	Essential
2	<p>Return to School Plan</p> <p>Support schools and early years settings and childcare providers to return to formal schooling as quickly and safely as possible. This will require collaboration between the Local Authorities (LAs), Kent Association of Headteachers (KAH), Multi Academy Trusts (MATs) and the Early Years and Childcare Providers Association on the interpretation and implementation of Department for Education (DfE) guidance, undertaking continuity planning for phased return of year groups, arranging socially distanced school transport, planning curriculum recovery including assessment of children's/pupils' health and wellbeing needs and re-acclimatisation to the school routine, establishing rotas for blended learning and preparing contingency plans for future school/setting closures, consequent upon local lockdown.</p>	Opportunity	KCC, Medway Council, Schools	David Adams, Rebecca Smith, Headteachers	Short Term	No - already in place	Essential
3	<p>Planning for a second wave of COVID-19 and addressing Digital Poverty</p> <p>There is a possibility that further school closures may be necessary if a second COVID-19 wave occurs. Consequently, a contingency plan will be needed to continue learning remotely. LAs and schools will work together to develop an effective delivery system for remote learning using digital platforms in order to provide short term blended learning that incorporates face to face learning and teaching in schools and in the longer term, addresses the inequities of digital poverty in terms of hardware and accessing technology. We shall also ensure delivery of overnight short breaks and care services to Disabled Children and Young people as required, following a second wave.</p>	Opportunity	KCC, Medway Council, Schools	Headteachers, School Improvement Teams, AEOs	Short Term	No - already in place	Important

4	<p>Support to sustain the early years, voluntary and private sector providers</p> <p>Some children's services within the early years, voluntary and private sectors, will need to be supported as lockdown eases to remain sustainable. This includes early years and childcare providers, fostering and independent placement providers and charities. Given the financial sustainability issues across the children's sector, we shall make Government aware of the potential loss of these critical services and lobby them for additional funding to establish a resilience fund to sustain providers moving forward, building on support available through supplier distress funds. Commissioners across the sector, mindful of the precarious financial viability of some providers, will also review their procurement processes and be as flexible as possible when commissioning providers in the future.</p>	Mitigate	KCC, Medway Council	David Adams, Rebecca Smith, Ian Sores	Short Term	Yes - Resources Required	Important
5	<p>Anticipate the rise in demand in social care and health referrals across Kent and Medway to understand the likely latent surge in the children's sector and build flexible, responsive demand modelling that allows for different scenarios as the pandemic continues to unfold to enable sector leaders to respond to demand, mobilising staff and resources as required and mitigating any negative impacts.</p>	Mitigate	KCC, Medway Council, NHS	Rachel Tinsley, Alison Foot, Dan Harper, Jane O'Rourke	Short Term	No - Already in place	Essential
6	<p>Recover the delays in processing Education, Health and Care Plans (EHCPs) for Children and Young People (C&YP) with Special Educational Needs and Disabilities (SEND).</p> <p>Prioritise EHCPs for those children who have experienced a delay in response to meeting their needs as a result of the pandemic. Ensure outstanding EHCPs are completed as soon as possible.</p>	Mitigate	KCC, Medway Council	Mark Walker, Rebecca Smith	Short Term	No - Already in place	Essential
7	<p>Assessing Children's/Pupils' Emotional Health and Wellbeing</p> <p>Facilitating mentally healthy childhoods and equipping parents and children with the ability to look after their mental health is crucial to recovery planning. Some vulnerable pupils have told us their mental health has deteriorated resulting in increased depression, stress and anxiety because of changed routines, exam worries, as well as restrictions to their social interaction. The children's sector will mobilise to provide dedicated support and ensure systems are in place to enable pupils to access psychosocial support and counselling, to meet new and unmet demand that has built up during the pandemic as well as providing support to those who have experienced bereavement.</p>	Mitigate	KCC, Medway Council, NHS, Schools	Sarah Hammond, Lee-Anne Farach, Jane O'Rourke, Headteachers	Medium Term	No - Already in place	Essential

8	<p>Recover Learning Loss Organisations to plan for the impact that a loss of learning due to school closures may have on the future educational prospects of children and young people. Learning loss and attainment gaps, particularly of disadvantaged groups, at all phases, will need to be addressed through a systematic approach to curriculum recovery, prioritising those pupils who have lost the most learning including those who disproportionately experience school attendance difficulties. Complementary programmes of remote and school based learning will be established to minimise learning loss. Kent and Medway LAs will support schools to establish 'catch up plans' to help pupils, including vulnerable groups, utilising the funding from the DfE to provide one-to-one tutoring sessions and establish small group learning catch up projects.</p>	Mitigate	KCC, Medway Council, Schools	Headteachers, School Improvement Teams	Medium Term	No - Already in place	Essential
9	<p>Address health inequalities and 'hidden harm' Consider the impact of the pandemic on known health inequalities and "hidden harm" and review those newly identified during the pandemic, paying particular attention to the needs of Black, Asian and Minority Ethnic (BAME) staff, children and their families and the "shielded". Ensure that, as a result of the pandemic, any increased or emerging health inequalities and hidden harm are understood and mitigated.</p>	Mitigate	KCC, Medway Council, NHS	Sarah Hammond, Jane O'Rourke, Lee-Anne Farach	Medium Term	No - Already in place	Essential
10	<p>Youth Unemployment, Apprenticeships and those Not in Education, Employment or Training (NEETs) Organisations to take steps to address the risk of diminished job prospects and increased unemployment amongst young people in Kent and Medway following the pandemic. This will include working with the Employment Task Force, ensuring the delivery of the Post-16 Guarantee, providing apprenticeship opportunities, monitoring destinations and outcomes for young people, identifying and monitoring NEETs.</p>	Mitigate	KCC, Medway Council	Sarah Hammond, Lee-Anne Farach	Longer Term	No - Already in place	Essential
11	<p>Joint Commissioning for Better Services and Outcomes To further the developments in multi-agency working during the pandemic, we will develop a joint multi-agency children's commissioning approach for service provision and training to ensure there is one culture and methodology to support children. This will build upon the improved collaboration across the sector in relation to assessment, learning, information sharing and support to enhance the quality of the services provided.</p>	Opportunity	KCC, Medway Council, NHS	Sarah Hammond, Lee-Anne Farach, Jane O'Rourke	Longer Term	No - Already in place	Important

Health and Social Care - Recovery Action Plan

Action No.	Action to be taken	Action to mitigate or action for opportunity? (Mitigate or Opportunity)	Lead organisation or partnership	Named Lead (if appropriate)	Timescale Short: 0-6 months, Medium: 6-12months Longer: 12months+	Resources / capacity required	Priority - Essential, Important or Desirable
1	Through the Health and Social Care response cell <ul style="list-style-type: none"> •Plan for winter and a potential second peak of COVID-19, concurrently with other preventable winter illness such as seasonal influenza, measles and other communicable disease. •Implement the Local Outbreak Control Plan and the Care Home Recovery Plan. •Ensure equitable access to testing and track and tracing particularly for those groups who have found access difficult, ensuring equity for Black Asian and Minority Ethnic (BAME) groups and disabled children, looked after children and homeless people. •Ensure implementation of the Black and Minority Ethnic Health and Social Care System wide plan for COVID-19 response and recovery 	Mitigate	Health and Social Care Response Cell	Andrew Scott-Clark/James Williams /Caroline Selkirk/Wilf Williams/Richard Smith /Suzanne Westhead	Short Term	Resources Required: An additional 2 Public Health Consultants have been identified as a requirement to create additional capacity to fulfil this action plan where public Health are identified. The biggest risk to the Health and social care system is the NHS and Social Care being overwhelmed by a second surge and seasonal flu arriving at the same time. Whilst winter preparedness is business as usual the expected impact of the additional effort needed will require additional resources. Public Health are currently at maximum capacity responding to the emergency. Capacity for the BAME action plan identified through the Sustainability & Transformation Partnership (STP) Prevention Workstream.	Essential
2	Implement in partnership, mental health recovery actions focussed on <ul style="list-style-type: none"> •Children, young people and families most impacted by COVID-19 •new mothers and fathers •children and adults who have been treated for COVID-19 in high risk units and for those bereaved •those at risk of suicide •the health and social care workforce 	Mitigate	Integrated Care System/Local Authorities	Andrew Scott Clark/James Williams/ Laurreta Kavanagh	Short Term	Resources need to be scoped	Essential
3	Ensure training for front line workers, managers and Leaders based on trauma informed practice/ways of working	Mitigate	MH Alliance	Jessica Mookherjee/Laurreta Kavanagh	Short Term	Resources need to be scoped	Essential
4	Work with Healthwatch to ensure feedback continues to inform implementation of this plan ensuring that we have heard from our citizens, enabling people to share their experiences of COVID-19. This feedback must be shared with the appropriate leads.	Opportunity	Healthwatch/ Link to Kent Resilience Forum (KRF) Communications cell/ KRF Behavioural Insight Work/K&M Clinical Commissioning Group (CCG) engagement team Integrated Care Partnerships (ICPs)	Robbie Goatham/ Maggie Cane/ Lucy Mayor/Scott Elliott/ Tom Stevenson/ Cathy Finnis	Short Term	On going work through existing resources. If a formal engagement campaign is agreed through Communications cell with additional engagement and outreach necessary then additional resources will need to be scoped	Essential
5	Understand the impact caused by digital poverty and develop all age strategy	Opportunity	Integrated Care System /KCC and Medway Council	Jess Mookherjee/ Vicky Tovey & Rachel Kennard/Jo Friend/ James Harman	Short Term	Resources need to be scoped	Essential

6	Ensure an agile implementation approach with appropriate governance through KCC and Health infrastructure. Report into Partnership Board and Joint Kent and Medway Health and Wellbeing Board	Opportunity	Integrated Care System /KCC and Medway Council	Caroline Selkirk/David Whittle/James Williams/Andrew Scott-Clark	Short Term	Resources need to be scoped	Essential
7	Deliver a clear implementation plan for each of the Life course approach action plans and share with Integrated Care Partnerships, including proactive targeting of those most at risk and identifying actions to support ongoing benefits to the environment of new ways of working	Mitigate	Integrated Care System /KCC and Medway Council	Aeilish Geldenhuys/ Kellie Pettit-Steele/ Vicky Tovey/ Sharon Dene /Jessica Mookherjee/ Sue Braysler	Short Term	Leads identified and plans in progress	Important
8	Ensure rapid catch up of health assessments for: Looked After Children including Unaccompanied Asylum Seeking Children	Mitigate	KCC/Medway	Aeilish Geldenhuys/Jane O'Rourke/Hema Birdi	Short Term	Resources to be scoped (STATUTORY DUTY)	Essential
9	Ensure Health and Social care modelling is able to forecast demand across at risk groups and how activity is shunting around the system	Opportunity	Social Care and Health Analytics Integrated Care System Board	James Williams/Andrew Scott-Clark	Short Term	Resources need to be scoped	Important
10	Work with Housing authorities to <ul style="list-style-type: none"> •Monitor the impact on housing, accommodation availability and expected demand for support as the current hold on evictions is lifted including impact on families and 16 and 17 years olds •Address demand for occupational therapy assessments for disabled facilities grants applications for adaptations in the home •Implement the wrap around services for those homeless people accommodated under the COVID-19 response and maximise opportunity to improve health outcomes 	Mitigate	Districts /Kent Housing Group	John Littlemore / James Ransom /Mark Breathwick	Medium Term	Work through Kent Housing Options Group (KHOG) / John Littlemore	Essential
11	Support the health and care of working age adults across Kent through <ul style="list-style-type: none"> •Working with key partners including employers and Voluntary Community & Social Enterprise sector (VCSE) to promote good physical and mental health at work •Promotion of support that is available including through digital channels across health and social care, particularly targeting vulnerable groups. •Promote self-care resources and develop a personal risk planning tool that can be embedded across the system to help keep people well . •Build on motivation and new behaviours developed as part of COVID-19 - e.g. Active travel, use of outdoor spaces, motivation to QUIT Smoking. 	Opportunity	Public Health /Local Care	Andrew Scott-Clark/James Williams	Medium Term	Resources will need scoping. Public Health are still responding to the emergency and will require 2 additional consultants	Important
12	Support the wider market of provision and develop the approach to commissioning jointly for children and adults. Review to include; <ul style="list-style-type: none"> •the sustainability of investment in early intervention, preventative and community services which reduce demand in specialist and acute services • the changes in both the VCSE and Private Provider markets including care homes •delivery of mutual aid arrangements •pooling of purchasing power related to Personal Protective Equipment (PPE) and technology • Contractual Flexibility 	Mitigate	KCC and Medway Commissioning / Integrated Care System	Caroline Selkirk/ Clare Maynard	Medium Term	Resources to be scoped	Essential

13	Understand and evaluate the system wide impact of wide scale adoption of online services and enhance the digital information offer to citizens with a cross cutting focus on health and wellbeing	Opportunity	Cross reference to KRF Communications Cell	TBC	Medium Term	Support required from Agilisys for development time /Better Medway Team Activities will need to be scoped	Important
14	Ensure that the backlog of preventative health care for adults is addressed, including vaccinations, health checks, cancer screening using a risk stratified approach to identify those most at risk as the priority.	Mitigate	Integrated Care System/Public Health /Cancer Alliance	Andrew Scott-Clark/James Williams /Caroline Selkirk	Medium Term	Public Health are still responding to the emergency and will require additional PH Consultant Support. Additional funding is required to clear backlogs, cover additional time/ increased staffing for appointments due to new legislation.	Essential
15	Ensure learning from the delivery of the following programmes to support people across Kent to Age Well <ul style="list-style-type: none"> •framework for enhanced support for care homes •review of the discharge process •bed capacity modelling and bed management, •roll out of Frailty Home Treatment Service ☐ 	Mitigate	Local Care Workstream /Care Home Recovery Plan /Adult Social Care Locality Model Working	Richard Smith/ Sue Ormes/ Cathy Bellman	Longer Term	Aligned to NHS National requirement to provide enhanced support to care homes	Essential
16	Develop a whole system health Inequalities plan and deliver robust equity audits, in partnership with the Children and Adults Safeguarding Boards. Deliver Outcomes Based Healthcare Population Segmentation Pilot. Outputs will quantify at risk / vulnerable groups, how they have changed with COVID-19, and the evidence base for what makes those populations vulnerable. The work will deliver appropriate outcome measures for population health and help optimise primary care management post COVID-19. There will be a specific focus on learning from the implementation of the response cell BAME action plan	Mitigate	Integrated Care System /KCC and Medway Council	Andrew Scott Clark/James Williams Rachel Jones/ Caroline Selkirk /Chairs of Adult and Children's Safeguarding Boards	Longer Term	Public Health are still responding to the emergency. Consultant capacity required. Delivery through STP prevention group but whole system delivery will be needed	Important
17	Develop the partnerships emerging in the Health and Social Care System including between Districts, Voluntary Sector Integrated Care Partnerships and Primary Care Networks /Multi Disciplinary Teams	Opportunity	Integrated Care System/Local Authorities /Links to Voluntary Sector cell /Links to Vulnerable People and Community cell/Design and Learning Centre (DLC)	Rachel Jones/Caroline Selkirk/ Local Authorities TBC	Longer Term	Resources to be scoped	Essential
18	Implement through the COVID-19 children's working group <ul style="list-style-type: none"> •Consistent implementation of the new operating model working between Local Maternity Services and Health Visiting •Assessments for the neurodevelopmental pathway 	Mitigate	Local Maternity Services/KCC/ Medway Council	Aeilish Geldenhuys/Jane O'Rourke/Hema Birdi/ Vicky Tovey	Longer Term	Resources need to be scoped	Essential
19	Refresh the focus on Health and Social care integration within the Kent and Medway workforce strategy utilising learning from the COVID-19 Impact assessments and ensure alignment of COVID-19 Recovery plans with the Sustainability & Transformation Partnership (STP) Workforce Action Plan.	Opportunity	Integrated Care System/ KCC/Medway Council	Rebecca Bradd/Karen Ray	Longer Term	Resources need to be scoped	Important

District and Communities - Recovery Action Plan

Action No.	Action to be taken	Action to mitigate or action for opportunity? (Mitigate or Opportunity)	Lead organisation or partnership	Named Lead (if appropriate)	Timescale Short: 0-6 months, Medium: 6-12months Longer: 12months+	Resources / capacity required	Priority - Essential, Important or Desirable
1	Opening of Town Centres: sharing of lessons learned, and collective planning to ensure broad consistency across the county, maintaining community safety whilst facilitating footfall return	Mitigate	Joint Kent Chiefs, Kent Community Safety Managers' Group (KCSMG) Kent Economic Development Officers' Group (KEDOG), District & Communities Recovery Cell (DCRC) / Economy Recovery Cell	Chairs of these groups	Short Term	Processes for achieving this have been established during the Recovery process.	Essential
2	Households in Financial Crisis workstream, linked into ending of interim protections, increase in redundancies, and potential loss of Voluntary, Community & Social Enterprise sector (VCSE) capacity to support. Potentially this could develop a real-time Kent-wide data pool to enable all partners to have information about individuals and families facing financial hardship which in turn would inform targeted activity to mitigate or prevent such hardship. To include identification of families in food poverty and digital poverty.	Mitigate	Households in Financial Crisis Task & Finish Group of DCRC, Kent Connects	Zena Cooke	Short Term	Group of officers identified and regular meetings being held, however resources to support this workstream in terms of secretariat/staffing and potential external analysis still need to be found.	Important
3	Explore and evaluate the development of a county-wide triaging system for those impacted by lock-down and its aftermath to ensure that those needing help of any kind are quickly and effectively signposted and supported. NB must ensure the system can be easily accessed by – and efforts are made to target marketing at people who have been particularly impacted by the pandemic because of their age, digital exclusion, ethnicity or disability.	Mitigate/ Opportunity	DCRC/Joint Kent Chiefs	Amanda Beer William Benson	Short Term	Potentially a project manager and additional resources to fund provision and design depending on scale of reach of service agreed – this is still in early development in partnership with KCC, Districts and Boroughs and the Voluntary Sector	Desirable
4	Build on strengthened relationships and local contacts to improve referral mechanisms for very vulnerable people. This could connect to the county-wide triaging work.	Opportunity	DCRC	William Benson	Short Term	Aim would be to manage this within existing resources.	Desirable
5	Work alongside Social Services colleagues to fully integrate local efforts to identify and support those socially isolated with KCC workstream. NB ensure that this takes account of the likely age, disability and ethnic profile of the cohort who needs support.	Mitigate	DCRC / Adult Social Care & Health	DCRC Sam Sheppard	Short Term	Resource in place – no additional impacts	Desirable

6	A mapping and analysis exercise to underpin a review of commissioned services and the resulting joined up approach to recovery enabled by a more complete understanding of synergies in those commissioned services and flexibilities in contractual arrangements that can be exploited to support that activity. Purpose (a) where there is added value in doing so, synchronise commissioning and (b) promote local investment to support recovery	Mitigate	Kent Resilience Forum Recovery Coordinating Group (KRF RCG), KCC Commissioning, KCC Social Services, Districts & Boroughs, Medway Council, NHS	Vincent Godfrey	Medium Term	This needs RCG to kickstart this work and allocate resource / lead. This piece of work is wider than any one cell and will underpin recovery activity across the county.	Important
7	Manage down into abeyance but retain Community Hubs' capability locally to be able to be mobilised quickly and efficiently should we see a second peak or inherit further responsibilities from Government. Need to ensure that provision is in place to meet the needs of people who have to socially isolate through test and trace. Also need to ensure volunteers are harnessed to support localised lock-downs.	Mitigate	KRF Vulnerable People & Communities Cell (VPCC) / DCRC	Local responsibility	Medium Term	Much of the initial resourcing came from District Council redeployed staff and facilities, as well as VCSE, however returns to substantive roles and buildings reopening, a different way of resourcing and co-ordinating will be required should there be a second wave/peak or local outbreak	Essential
8	Homelessness is likely to increase once protections lifted and redundancies continue. In addition to identifying short-term solutions for rough sleepers accommodated in time-limited units, wider strategies and collaboration across all the KHG partners are needed to develop sustainable innovative solutions, identify emerging trends, and prevent households reaching crisis. Through District & Communities Recovery Cell (DCRC), recovery's main interaction with housing into Kent Housing Options Group (KHOG), Housing, Health & Social Care Group (HHSCG) and Kent Housing Group (KHG). Also risks around people living in low quality/unsuitable accommodation and increase in home working – 40% of homeworkers live in private rented sector.	Mitigate	DCRC KHG and relevant subgroups (KHOG, HHSCG and Kent Private Sector Housing Group [KPSHG]) Households in Financial Crisis Task & Finish Group	Chairs of these groups	Medium Term	Impacts will be felt in individual services including Local Authorities, Job CentrePlus, Citizens Advice Bureau, VCSE, depending on how deep and wide the need develops. This also links into earlier triage action in terms of resourcing joint solutions	Important
9	Ensure the Multi-Agency Domestic Abuse Action Plan adequately reflects the changed demands and lessons learned from the lock-down.	Opportunity	Kent & Medway Domestic Abuse & Sexual Violence Board	Debra Exall	Medium Term	Capacity and resource to be identified by the partners putting together the Domestic Abuse Action Plan.	Important
10	Disseminate community tension and protective security guidance to districts and boroughs to consider within local plans.	Opportunity	KCC Prevent Team	Nick Wilkinson	Medium Term	Process in place, resourced, no additional implications	Important
11	Work in partnership to assess community support in COVID-19 response and recovery, and upskill and deploy flood wardens through improved community resilience work.	Opportunity	Kent Resilience Forum	Christine Wissink	Longer Term	To be delivered through existing resources	Desirable

Voluntary Sector - Recovery Action Plan

Action No.	Action to be taken	Action to mitigate or action for opportunity? (Mitigate or Opportunity)	Lead organisation or partnership	Named Lead (if appropriate)	Timescale Short: 0-6 months, Medium: 6-12months Longer: 12months+	Resources / capacity required	Priority - Essential, Important or Desirable
1	Funding: Funders, including public sector partners, to prioritise core funding when setting any new grant programmes, particularly as heading into 2021/22. This will help to support organisations who have seen a decrease in fundraised income and will enable organisations to continue operating	Mitigate	All funders	Josephine McCartney, Kent Community Foundation (KCF), Lydia Jackson Kent County Council (KCC)	Short Term	Initial action to commit to core funding will be from existing resources. However mitigating the risk will require additional funding.	Essential
2	Commissioning: where public sector partners have contracts in place with the voluntary sector, which are due to end in the next 12 months, to look at flexibilities or extending existing arrangements to create some financial certainty for organisations. The sector is predicted to see a 42% reduction in voluntary income nationally and commissioners should be mindful of the destabilising effect of the cumulative financial impacts.	Mitigate	Strategic partnership board (to be established) to consider cumulative impact	Lydia Jackson, KCC and David Whittle, KCC to liaise with relevant officers	Short Term	Existing resources	Essential
3	Mental Health of Workforce: KCC to establish an online forum for mentoring and wellbeing, which Voluntary Community Social Enterprise (VCSE) organisations will be able to access. This is in recognition of the pressures that have been on workforces during the crisis and the change to employees working environment.	Opportunity	KCC	Lydia Jackson, Serena Cunningham, KCC	Short Term	Existing resources	Important
4	Training and networking: Establish peer to peer networks, to facilitate mentoring and support between VCSE organisations to overcome challenges and adapt to 'new normal' way of working. Including access to e-learning and webinars. Opportunities for collaboration and innovative sharing of resources to adapt in recovery.	Opportunity	Social Enterprise Kent (SEK) Sponsored initially by KCC	Claudia Sykes (SEK)	Short Term	Existing resources	Important
5	Increased service demand: reflect on the collaboration and partnership working between KCC, district/borough councils and VCSE to support those who are vulnerable and shielding through the Community hubs and Kent Together. Consider how partnership working and sharing of data can inform predicting future demand particularly around financial hardship but also in other service areas to ensure that services and organisations do not become overwhelmed through spikes or persistently increased demand. Likely that additional investment will be needed to support increased debt advice and support.	Mitigate	Strategic partnership board (to be established)	Lydia Jackson (KCC) working with Debra Exall and Tim Woolmer (KCC)	Short Term	Initial action will be from existing resources. However mitigating the risk will require additional funding.	Important
6	Kent Homeless Population: Lobby central government on the issues surrounding the homeless population in Kent especially as temporary accommodation comes to an end on 4th July.	Mitigate	KCC, VCSE, Districts and Medway	Debra Exall, Tim Woolmer (KCC)	Short Term	Initial action will be from existing resources. However mitigating the risk will require additional funding.	Essential
7	Supported Employment: Lobby central government to recognise the impact of supported employment funding being cut on the lives of disabled people across the County. This should also include supported internship programmes.	Mitigate	Strategic partnership board (to be established)		Short Term	Initial action will be from existing resources. However mitigating the risk will require additional funding	Essential

8	Diversity and Equality: Work with VCSE organisations who have expertise or work with Black, Asian & Minority Ethnic (BAME) communities to understand the impact of COVID, including exacerbating mental health issues. To also understand better the inequalities that exist within our communities and ensure that collectively partners work across the county to really address these issues- more effectively than before.	Mitigate	All partners		Short Term	Additional resources may be required	Essential
9	Partnership working: establish a strategic partnership board for statutory bodies to come together to deliver the actions from the voluntary sector cell and consider strategic issues involving the sector. This will include the district councils and KCC, NHS and a VCSE representative.	Opportunity	KCC to take the lead in convening	Josephine McCartney KCF and Lydia Jackson, KCC	Short Term	Additional resources required to support ongoing delivery and management of the Board	Essential
10	Partnership: building on the success of the recovery cell and the partnership working during the pandemic, establish a steering group of VCSE representatives. This would be to help inform the development of support to the sector during the recovery period and longer term and will link into the strategic partnership board	Opportunity	KCC with Kent Community Foundation (KCF)	Lydia Jackson, KCC Josephine McCartney, KCF	Short Term	Existing resources	Important
11	Volunteering: bring together shared learning and data on volunteering during the crisis, by convening working group of the volunteer centres. Linking in with NHS and districts for the GoodSam and community hubs work.	Opportunity	Ashford Volunteer Centre, with support from KCF, KCC and Medway	Beth Peal, CEO Ashford Volunteer Centre	Short Term	Existing resources	Important
12	Communication and networking: further develop the offer of peer to peer support and mentoring following the initial programme during COVID-19 led by Social Enterprise Kent. Develop options for ongoing engagement across the sector and with public sector partners. Learn from and build on use of digital platforms and develop face to face networks as allowed.	Opportunity	Social Enterprise Kent (SEK) working with KCC and partners	Claudia Sykes (SEK)	Medium Term	Additional resources may be required to deliver ongoing networking	Desirable
13	In Person Service Delivery: Make a commitment to utilise the voluntary sector to deliver the 'in-person' support for those that cannot be reached digitally, or where it is not appropriate. This could be in regards to mentors, therapy and outreach work that cannot and should not be delivered longer term, online or by video conference and risks isolating those that are already vulnerable.	Mitigate	Strategic partnership board (to be established) as a vehicle to discuss strategy	Josephine McCartney as VCSE representative	Medium Term	Will require additional funding	Important
14	Volunteering: establish a coordinated and properly resourced volunteering system across the county working with the volunteer centres/bureaus, building on good practice. To be informed by the lessons learnt from COVID-19 and the increased participation in volunteering seen during the crisis.	Opportunity	Ashford Volunteer Centre (acting as coordinator across VCs) working with public sector partners including NHS.	Beth Peal, CEO Ashford Volunteer Centre Lydia Jackson (KCC) as point of contact for public sector engagement-including NHS partners.	Medium Term	Existing resources but a coordinated and sustainable model will require investment across public sector partners (where they are not currently funding)	Desirable
15	Sustainability and resilience: Consider the development of a good governance checklist and financial planning template for the VCSE or access to a suite of resources to help build financial resilience.	Mitigate	KCF, KCC, Medway	Josephine McCartney KCF, Lydia Jackson, KCC	Medium Term	Additional resources may be required	Desirable

16	Workforce and training: look to develop a business case on potential for VCSE organisations to have access to KCC training particularly around mental health and wellbeing. There will be a particular focus on smaller organisations who do not have the resources to access training for staff, particularly when funding is reducing. <i>(This will follow the lessons learnt and workforce training in the short term actions).</i>	Opportunity	KCC and with potential for other partners to support	Lydia Jackson, KCC	Medium Term	Additional funding likely to be required to deliver training.	Desirable
17	Intelligence: Run routine surveys of the sector, to look at changing needs to inform future planning and understand pressures or risks.	Opportunity	KCF	Josephine McCartney, KCF	Medium Term	Existing resources	Important
18	Funding and leadership: continue to champion and advocate for local sector with national funders and Department of Digital, Culture, Media & Sport, to ensure future funding (particularly 2021-22) opportunities meet the needs of the wider voluntary sector. This should include the sector advocating through their membership bodies and lobbying for local needs using the power of their affiliated national brands.	Mitigate	Partnership between KCC, Medway and Kent Community Foundation (KCF) and all VCSE organisations, that have a relationship with national bodies	Josephine McCartney KCF, Lydia Jackson KCC	Medium Term	Existing resources	Essential
19	Partnership and collaboration: Look for opportunities for VCSE organisations to co-locate, where appropriate or of more innovative use of spaces. Explore potential opportunities for public sector buildings and estates to be offered as spaces for the VCSE, as part of building reviews and future infrastructure strategies.	Opportunity	All partners and the VCSE to consider opportunities	Josephine McCartney, KCF, Kent Finance Officers Group, Kent Estates Partnership	Medium Term	Would require additional resource commitments in terms of assets.	Desirable
20	Commissioning: review and reflect on service delivery models and the culture of commissioning - lessons learnt from COVID-19 to inform future strategy. Particularly consider the impact of a reduction in voluntary income during COVID-19 and the fragilities that has exposed e.g. issues around full cost recovery. Look at opportunities for more innovative, sustainable and flexible commissioning and service delivery. Treating the VCSE as an equal partner and involving the sector in discussions to improve and reform service delivery.	Mitigate future risks	Strategic partnerships board (to be established) as the vehicle to discuss strategy	David Whittle and Lydia Jackson as KCC leads	Longer Term	Existing resources	Important
21	Support offer: Explore potential options for a sustainable model of support to the VCSE similar to that delivered by Small Charities Coalition but as a local model.	Opportunity	Strategic partnerships board (to be established)	Lydia Jackson, KCC	Longer Term	Existing resources with potential for additional funding	Desirable
22	Partnership: Ensure VCSE is represented in future recovery structures and governance (Kent Resilience Forum), in order to be better prepared for a second wave or future emergency planning.	Mitigate	KCF, KCC	Josephine McCartney KCF, Lisa Guthrie, KCC	Longer Term	Existing resources	Desirable
23	Mental Health: Review of early intervention provision for mental health in Kent and Medway. Recognise the role of the voluntary sector in early intervention. Commit to a strategic funding plan for voluntary sector organisations operating in this space.	Opportunity	Strategic partnerships board (to be established) as the vehicle to discuss strategy		Longer Term	Additional resources would be required	Important

Finance - Recovery Action Plan

Action No.	Action to be taken	Action to mitigate or action for opportunity? (Mitigate or Opportunity)	Lead organisation or partnership	Named Lead (if appropriate)	Timescale Short: 0-6 months, Medium: 6-12months Longer: 12months+	Resources / capacity required	Priority - Essential, Important or Desirable
1	Estimate cost and identify funding requirements across Kent and Medway This responds to the shortfall identified in our reporting to MHCLG and will also address: (1) a potential COVID-19 'second wave' in the autumn/winter of 2020; (2) EU Transition at the end of 2020, for example emergency planning costs	Mitigate	Kent Finance Officers' Group; Individual councils	Kent & Medway Chief Finance Officers collectively	Short Term	Kent Finance Officers' Group (KFOG) time	Essential
2	Lobbying point 1: Lobby central Government for sufficient Kent-wide COVID-19 funding for additional expenditure Kent Finance Officers' Group (KFOG) to directly lobby central Government for immediate sufficient COVID-19 funding, to close the projected shortfall of £33.5 million in relation to spending pressures across Kent and Medway councils. Current indications are that the latest tranche of government funding announced 2 July will not be sufficient to fund the shortfall	Mitigate	Kent Finance Officers' Group; & Individual councils	Kent & Medway Chief Finance Officers collectively	Short Term	Kent Finance Officers' Group (KFOG) time for managing communications with central Government; individual Kent Finance Officers (KFOs) to pursue with Members of Parliament (MPs) in their areas.	Essential
3	Lobbying point 2: Lobby central Government for sufficient Kent-wide COVID-19 funding for the shortfall in income: Kent Finance Officers' Group (KFOG) to directly lobby central Government for immediate sufficient COVID-19 funding, to close the £212.1 million projected reduction in income. Details of the government's proposal to cover 75% of the shortfall in sales, fees and charges are unclear and loss of tax income is not addressed directly	Mitigate	Kent Finance Officers' Group; & Individual councils	Kent & Medway Chief Finance Officers collectively	Short Term	Kent Finance Officers' Group (KFOG) time for managing communications with central Government; individual KFOs to pursue with MPs in their areas.	Essential
4	Lobbying point 3: Lobby central Government for sufficient funding to cover Housing Revenue Accounts: Kent Finance Officers' Group (KFOG) will directly lobby central Government for sufficient funding so that the Housing Revenue Accounts (HRA) are balanced, flexible and sustainable.	Opportunity	Kent Finance Officers' Group; Individual councils: & partners.	Kent & Medway Chief Finance Officers collectively	Short Term	Kent Finance Officers' Group (KFOG) time, working with Kent District's and Medway	Desirable
5	Lobbying point 4: Kent Finance Officers' Group (KFOG) will lobby central Government to provide sufficient funding for health agendas, specifically the leisure sector: Councils' income generation has ceased due to the COVID-19 lockdown. Due to the nature of the 'Test and Trace' system, this may continue to be the case for the foreseeable future. This is particularly acute for the leisure sector. Kent Finance Officers' Group (KFOG) will also work with the Districts and Communities cell to explore a coordinated Kent-wide solution to supporting the leisure sector.	Mitigate & Opportunity	Kent Finance Officers' Group	Kent & Medway Chief Finance Officers collectively	Short Term	Kent Finance Officers' Group (KFOG) time to work with Recovery Cells	Essential

6	<p>Identify potential timing of Section 114 notices in Kent and Medway authorities and take appropriate mitigating action: Kent Finance Officers' Group (KFOG) will work to support Kent councils in remaining financially viable post COVID-19 and can set MTFPs. This links with identifying contingency funding and lobbying central Government for sufficient COVID-19 funding and ensuring the structure of local government is sustainable.</p> <p>Kent Finance Officers' Group (KFOG) will identify any issues with individual Councils creating financial recovery plans. Individual councils will share information on financial resilience, via Section 151 responsibilities, monitoring levels of reserves, and creating warning indicators for financial resilience.</p>	Mitigate	Kent Finance Officers' Group; Individual councils	Kent & Medway Chief Finance Officers collectively	Short Term	Kent Finance Officers' Group (KFOG) time; Lobbying central Government	Essential
7	<p>Cost the KRF Recovery Action Plans and identify funding: Kent Finance Officers' Group (KFOG) will cost the Kent Resilience Forum (KRF) Recovery Plans for Kent-wide financial impacts. KFOG will also help to identify external funding, where this is available.</p>	Mitigate & Opportunity	Kent Finance Officers' Group; Individual councils	Kent & Medway Chief Finance Officers collectively	Medium Term	Kent Finance Officers' Group (KFOG) time	Essential
8	<p>Lobbying point 5: Lobby central Government for sufficient funding to cover increased demand for statutory services: Kent Finance Officers' Group (KFOG) will directly lobby central Government for sufficient funding to cover the increased demand costs of statutory services due to COVID-19.</p> <p>This will include making the case for the delayed Comprehensive Spending Review (CSR) to be brought forward and the future impact on the Council Tax base (and Business Rates base) on the ability to generate funding locally.</p>	Mitigate / Opportunity	Kent Finance Officers' Group; Individual councils; KCC	Kent & Medway Chief Finance Officers collectively	Medium Term	Kent Finance Officers' Group (KFOG) time to work with Voluntary and Community Sector Cell and KCC's emerging Voluntary Sector Strategy workstream	Important
9	<p>Support the Voluntary Sector and community sector within Kent and Medway: Within individual Districts and across the county via the Voluntary and Community Sector Cell and the emerging Kent-wide voluntary sector strategy.</p> <p>Kent Finance Officers' Group (KFOG) will support the Voluntary Sector Cell, in identifying sources of funding. Given the current circumstances, this will likely be external funding. KFOG will also explore whether Kent councils can allocate discretionary funding on a county-wide basis.</p>	Mitigate / Opportunity	Kent Finance Officers' Group; Individual councils; Kent and Medway Economic Partnership (KMEP)	Kent & Medway Chief Finance Officers collectively	Medium Term	Kent Finance Officers' Group (KFOG) time	Important

10	<p>Identify infrastructure projects for financial support: This would involve working with both the Economy cell and the longer-term Economic Recovery/Resilience Plan workstream, that will transfer to Kent and Medway Economic Partnership (KMEP), from the Kent Resilience Forum (KRF); and working with the Infrastructure Recovery Cell.</p> <p>Both the Economy and Infrastructure Recovery Cells are developing project pipeline of infrastructure projects (e.g. shovel-ready projects) which could be taken forward, subject to Government funding. This is linked to the emerging 'Kent and Medway Economic Recovery Plan' themes. The pipeline will be owned by the Kent and Medway Economic Partnership (KMEP).</p> <p>Kent Finance Officers' Group (KFOG) will liaise with the work-streams of the Economic Recovery Plan as it progresses, offering advice as appropriate.</p>	Mitigate / Opportunity	Kent Finance Officers' Group; Individual councils	Kent & Medway Chief Finance Officers collectively	Medium Term	Kent Finance Officers' Group (KFOG) time; Lobbying central Government	Essential
11	<p>Identify sources of funding to support training: This may include unused Apprenticeship Levy. Opportunities arising from the Prime Minister's commitment that every young person will have the "opportunity of an apprenticeship, or workplace guarantee" will be explored.</p>	Mitigate / Opportunity	Kent Finance Officers' Group; Individual councils; Kent and Medway Economic Partnership (KMEP)	Kent & Medway Chief Finance Officers collectively	Medium Term	Kent Finance Officers' Group (KFOG) time	Important
12	<p>Identify ways of supporting business: Many businesses, as well as organisations and communities, in Kent and Medway will require support as a consequence of COVID-19. Subject to the availability of capital funding, grant and loan funding, COVID-19 may lead to the acceleration of economic development and regeneration plans by individual Kent councils.</p> <p>Kent Finance Officers Group (KFO) will, with the Economy cell, partners and through the Kent and Medway Economic Recovery/Resilience Plan, facilitate supporting particular business sectors. This can also be achieved via the infrastructure pipeline that is being developed with the Kent and Medway Economic Partnership (KMEP).</p> <p>KFO's will liaise with the work-streams of the Economic Recovery Plan as it progresses, offering advice as appropriate.</p>	Mitigate Opportunity	Kent Finance Officers' Group; Individual councils	Kent & Medway Chief Finance Officers collectively	Longer Term	Kent Finance Officers' Group (KFOG) time; Lobbying central Government	Essential
13	<p>Lobbying point 6. Kent and Medway work collectively to resolve the financial challenge: Inadequate COVID-19 funding could result in all councils having to consider large-scale reductions to both discretionary and statutory services to set legal budgets in the next 12 months.</p>	Mitigate & Opportunity	Kent Finance Officers' Group; Individual councils	Kent & Medway Chief Finance Officers collectively	Longer Term	KFOs time for managing communications with central Government; individual KFOs to pursue with MPs in their areas.	Essential

14	<p>Work towards sharing office accommodation across Kent; and the co-location of some public services: Many councils are considering rationalising their office space/footprint as a result of COVID-19. Many had been exploring this prior to COVID-19.</p> <p>Kent Finance Officers' Group (KFOG) will liaise with One Public Estate to explore with all Kent councils, and wider partners, the potential for sharing offices across local authority borders and tiers.</p> <p>Kent Finance Officers' Group (KFOG) will also explore with all Kent councils the potential for greater co-location of public services.</p>	Opportunity	Kent Finance Officers' Group; Individual councils: & partners, including One Public Estate	Kent & Medway Chief Finance Officers collectively	Longer Term	Kent Finance Officers' Group (KFOG) time	Desirable
15	<p>Climate Change and Biodiversity</p> <p>Identify any Kent-wide projects that may be brought forward to support individual authorities' climate change targets.</p>	Opportunity	Kent Finance Officers' Group; Individual councils: & partners	Kent & Medway Chief Finance Officers collectively	Longer Term	Kent Finance Officers' Group (KFOG) time	Desirable
16	<p>Organisational transformation: The pandemic may lead to the acceleration of plans by Kent councils for organisational transformation.</p> <p>Kent Finance Officers' Group (KFOG) will work to provide Kent-wide support and advice.</p>	Opportunity	Kent Finance Officers' Group; Individual councils: & partners	Kent & Medway Chief Finance Officers collectively	Longer Term	Kent Finance Officers' Group (KFOG) time	Important
17	<p>Discuss and work directly with ICS (Integrated Care Systems) the best way of funding early and preventative services: Kent Finance Officers' Group (KFOG) will work with the Health and Social Care Recovery Cell, and partners like ICS, to better understand the financial impacts between Local Authorities and Health, which would help manage demand.</p>	Opportunity	ICS (Integrated Care Systems)	Kent & Medway Chief Finance Officers collectively	Longer Term	Kent Finance Officers' Group (KFOG) time	Important