

Strategic Delivery Plan Monitoring – Analysis Report

Quarter 2: July – September 2019



Report version: Health Reform and Public Health Cabinet Committee

– 1 November 2019



Introduction

The Strategic Delivery Plan sets out, and seeks to drive delivery of, the most significant change activity for the Council.

The Strategic Delivery Plan includes 79 pieces of significant activity identified by services across the Council which align to the outcomes in KCC's Strategic Statement. Corporate Directors are responsible for delivering the activity in the Strategic Delivery Plan and the Operating Plans within their Directorate.

The Strategic Delivery Plan monitoring arrangements aim to support the delivery of activity and the role of the Corporate Management Team (CMT) in providing a leadership role for management action to deliver activity effectively and at pace. This includes ensuring appropriate resources and capacity is available to support delivery and that proportionate corporate assurance and risk management arrangements are in place. Activity that has high risk, complexity and financial value within the Strategic Delivery Plan will also be considered by Corporate Board, providing collective ownership of organisational issues to identify constructive action and building momentum to deliver better outcomes.

Lead Officers, named within the Strategic Delivery Plan, are responsible for providing a quarterly update on progress through the Strategic Delivery Plan monitoring arrangements. Information collated focuses on exceptions where there are issues to successful delivery and will be utilised to build both individual activity information and whole council trends over time.

This report presents an overview of monitoring information collated for Quarter 2 (July to September 2019) and detailed analysis. The analysis (based on the 79 responses for Quarter 2 2019/20) indicates the emerging issues for the County Council's significant activity. Individual activity scorecards are available as a background document on request.

The report summarises key themes for Corporate Management Team and Corporate Board consideration, in order to:

- Understand the activities which have identified issues for successful delivery;
- Consider what actions may be required to address issues (if appropriate);
- Consider wider trends and address cross-activity implications (where required);
- Consider trends from time series data;
- Ensure appropriate and timely governance and assurance arrangements for activities;

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Monitoring Quarter 2 (July – September 2019) overview

100% (79) of activities submitted a response

81% (64) of activities are on track for successful delivery

13% (10) of activities require remedial action

4% (3) of activities are unlikely to be achieved

3% (2) of activities have not formally started

38% (11) of activities that are due to complete in 19/20 are not on track or are on track but with a revised end date

35% (5) of activities not on track are **People Commissioning** type activities

61% (48) of activities were able to identify key milestones

69% (9) of activities not on track have identified **dependency** issues

62% (8) of activities not on track have identified **capacity** issues

46% (6) of activities not on track have identified **complexity** issues

46% (6) of activities not on track have identified **stakeholder/relationship** issues

77% (10) of activities with issues have mitigating actions or escalations in place

29% (23) of activities are expecting to report to **Informal Governance Boards** (Service Commissioning Board, Infrastructure Commissioning Board, Budget Delivery Group)

47% (37) of activities are expecting to report to Cabinet Committees

46% (6) of activities not on track which are recorded in **Project/Programme risk registers**

38% (5) of activities not on track which are recorded in **Service / Divisional risk registers**

15% (2) of activities not on track which are recorded in **Directorate risk registers**

8% (1) of activities not on track which are recorded in **Corporate risk registers**

Monitoring Quarter 2 (July – September 2019) summary

Each activity response for Quarter 2 2019/20 has been developed into a ‘scorecard’ providing an overview of the activity (available as a background document on request). Below is a summary for each activity:

Outcome 1: Children and young people in Kent get the best start in life

Activity	Delivery	Milestones	CMM	Corporate Board	Informal Governance	Cabinet Committee
1. Delivering the Kent Commissioning Plan for Education Provision 2019-2023	Yes, it is on track	✓	✓	✓	✓	✓
2. Transforming Early Help and Preventative Services (EHPS) Commissioning	Yes, it is on track	✓			✓	
3. Re-commissioning services to support the integration of Children’s Services	Yes, it is on track	✓			✓	✓
4. Delivering the Total Placement Service Programme	It requires remedial action	✓			✓	
5. Mobilising the Young Persons Supported Accommodation and Floating Support Service	It requires remedial action					
6. Delivering the Commissioning Strategy for Disabled Children’s Services	No, it is unlikely to be achieved	✓				
7. Transforming Children and Young People Mental Health Service commissioning (CYPMHS)	Yes, it is on track	✓			✓	✓
8. Integrate and transform Public Health Services for Children and Young People across Kent (KCHFT Strategic Partnership)	Yes, it is on track	✓			✓	✓
9. Progressing integration and joint commissioning through the 0-25 Kent Health and Wellbeing Board	Yes, it is on track	✓			✓	✓
10. Development and delivery of the Sufficiency Strategy, Market Position Statement and Market Intervention Plan for accommodation services for vulnerable children	It requires remedial action	✓			✓	
11. Full Cost Recovery of Unaccompanied Asylum-Seeking Children (UASC) Costs to KCC	It requires remedial action					
12. Delivering school improvement support to maintain and enhance school standards through The Education People (TEP)	Yes, it is on track					✓

Activity	Delivery	Milestones	CMM	Corporate Board	Informal Governance	Cabinet Committee
13. High Needs Funding and SEND Action Plan	Yes, it is on track		✓	✓		✓
14. Delivering the Post 16 Education Review, to facilitate better education, skills and training opportunities for young people	Yes, it is on track		✓			✓

Outcome 2: Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life

Activity	Delivery	Milestones	CMM	Corporate Board	Informal Governance	Cabinet Committee
15. Planning for housing growth and infrastructure in Kent	Yes, it is on track	✓	✓			
16. Input to Local Plans and Significant Development across Kent and nationally	Yes, it is on track		✓			
17. Maximising opportunities of the Strategic Development Contributions process and updated strategy	Yes, it is on track	✓				✓
18. Delivering the Council's Infrastructure Capital Delivery Programme	Yes, it is on track	✓			✓	✓
19. Delivering Local Growth Fund schemes and projects	Yes, it is on track		✓			
20. Delivering the Kent Broadband Programme	Yes, it is on track	✓				✓
21. Developing the Kent and Medway Enterprise and Productivity Strategy	It requires remedial action	✓	✓	✓		✓
22. Responding to Thames Estuary Growth Commission Report	Yes, it is on track	✓				✓
23. Lobbying opportunities from the UK Shared Prosperity Fund, linked to the Local Enterprise Partnership (LEP) governance, strategy and funding	Yes, it is on track	✓				✓
24. Highways Term Maintenance Contract commissioning project	Yes, it is on track	✓			✓	✓
25. Improving our highway assets and fixing Kent's potholes	Yes, it is on track					
26. Delivery of KCC's input to the development of Operation Stack / Brock and related infrastructure improvements	Yes, it is on track		✓			✓
27. Delivery of a solution to Overnight Lorry Parking	Yes, it is on track		✓			✓
28. HGV Bans / Freight Management options	Yes, it is on track		✓			
29. Highway response to Brexit	Yes, it is on track		✓			

Activity	Delivery	Milestones	CMM	Corporate Board	Informal Governance	Cabinet Committee
30. Trading Standards management of impacts from Brexit & resilience planning	It requires remedial action	✓				✓
31. The Big Conversation – delivery and evaluation of rural discretionary subsidised bus service pilot schemes	Yes, it is on track		✓			
32. Parking management and enforcement review	Yes, it is on track		✓			
33. Development of the Minerals and Waste Local Plan	Yes, it is on track	✓				
34. Waste Partnerships: implementation of West Kent (2019) and development of East Kent (2021) with a duration of ten years	Yes, it is on track	✓				✓
35. Critical Waste contracts commissioning programme	Yes, it is on track				✓	✓
36. Charging for non-household waste materials at Household Waste Recycling Centres	Yes, it is on track		✓			
37. Development and implementation of the Libraries, Registration and Archives Strategy	Yes, it is on track	✓				✓
38. Reviewing the JSNA to support commissioning, planning and delivery of improved health and wellbeing outcomes across the Kent and Medway health and care system	Yes, it is on track	✓				
39. Further development of the Kent Integrated Dataset	Yes, it is on track	✓				
40. Development of a refreshed Kent Joint Health and Wellbeing Strategy	It has not formally started	✓				
41. Transforming preventative services through the Adult Healthy Lifestyle Commissioning Strategy	Yes, it is on track	✓			✓	✓
42. Continuing the transformation of Sexual Health Services in Kent	Yes, it is on track	✓			✓	✓
43. Refresh and implementation of the commissioning strategy for Substance Misuse Services (Drug and Alcohol services)	Yes, it is on track	✓				
44. Reshaping homelessness support transition services	Yes, it is on track					✓

Outcome 3: Older and vulnerable residents are safe and supported with choices to live independently

Activity	Delivery	Milestones	CMM	Corporate Board	Informal Governance	Cabinet Committee
45. Development of KCC's approach to an Integrated Care System for Kent and Medway	Yes, it is on track					✓
46. Supporting Local Care Implementation	Yes, it is on track	✓				
47. Continue to build effective strategic partnerships to maximise resource and improve public health outcomes (KCHFT and District partnerships)	Yes, it is on track	✓			✓	✓
48. Refresh of the Community Support Market Position Statement to inform market shaping, oversight and sustainability	Yes, it is on track				✓	✓
49. Effective Winter Pressures Commissioning and High Impact Changes – Home to Decide and Home to Settle	Yes, it is on track	✓			✓	
50. Refresh of the Older Persons Accommodation Strategy and Delivery Plan	Yes, it is on track	✓			✓	✓
51. Analysis of Housing with Care (Extra Care) Placements	Yes, it is on track	✓			✓	
52. Review of Voluntary and Community Sector Grants across the Council	No, it is unlikely to be achieved	✓			✓	✓
53. Recommissioning Care and Support in the Home Services and delivering associated projects.	Yes, it is on track	✓	✓		✓	
54. Commissioning Disability and Mental Health Residential Care Services	Yes, it is on track				✓	✓
55. Dementia Service Redesign and commissioning - KMPT	Yes, it is on track	✓				
56. Kent & Medway Neurodevelopmental (ND) Health Service commissioning	It requires remedial action	✓			✓	
57. Delivering the Transforming Care Programme for children and young people with autism and/or learning disability	Yes, it is on track	✓			✓	✓
58. Delivering the Transforming Care Programme for Adults with Learning Difficulties (LD)	Yes, it is on track					
59. Recommissioning of Carers Short Breaks	It requires remedial action	✓			✓	✓

Activity	Delivery	Milestones	CMM	Corporate Board	Informal Governance	Cabinet Committee
60. Deliver the Income Pathway projects and develop future policy on the contribution from Adult Social Care clients	Yes, it is on track	✓	✓			✓
61. Implementing MOSAIC Adult Social Care case management and finance system	Yes, it is on track	✓				

Corporate Enabling Activity

Activity	Delivery	Milestones	CMM	Corporate Board	Informal Governance	Cabinet Committee
62. Development of the new Strategic Statement for Kent County Council	Yes, it is on track	✓	✓	✓		✓
63. To input to, influence and take account of the impact of the Fair Funding Review and Business Rate Retention in the MTFP	It requires remedial action		✓	✓		
64. Implementing outcomes based budgeting and accountability	Yes, it is on track		✓	✓		
65. Review of Company Governance	Yes, it is on track	✓	✓			✓
66. Strategic Commissioning: Whole Council Approach Stocktake and Future Delivery Options	It has not formally started					
67. Good, Better, Best - Continuing evolution of Commissioning in KCC to enable better outcomes for the residents of Kent	Yes, it is on track					
68. Review of KCC's Voluntary and Community Sector (VCS) Policy	Yes, it is on track		✓			✓
69. Delivery of the Property Asset Strategy	Yes, it is on track					
70. Delivery of the Disposals Programme	No, it is unlikely to be achieved		✓		✓	
71. Delivering a business case for Property Development Arrangements, to maximise value from the disposal of appropriate Council assets	Yes, it is on track	✓	✓	✓	✓	✓
72. Developing a business case for the asset utilisation of Oakwood House	Yes, it is on track	✓			✓	

Activity	Delivery	Milestones	CMM	Corporate Board	Informal Governance	Cabinet Committee
73. Re-commissioning of Contracts to provide Facilities Management services to the KCC office estate.	Yes, it is on track	✓			✓	
74. Delivery of the Capital Programme and Revenue Maintenance for KCC's Corporate Landlord Estate	It requires remedial action	✓			✓	
75. Delivering a compliance programme responding to Grenfell, Hackitt Review and Health and Safety reviews	Yes, it is on track					
76. Delivering the KCC Brexit Resilience Emergency planning and Business Continuity programme	Yes, it is on track	✓	✓	✓		✓
77. Oracle contract review and planning for procurement	Yes, it is on track	✓			✓	✓
78. Maximise the number of staff accessing Apprenticeship training within Kent County Council and schools	Yes, it is on track		✓	✓		✓
79. Delivering the Social Isolation Select Committee action plan	Yes, it is on track		✓			

Monitoring Quarter 2 (July – September 2019) analysis

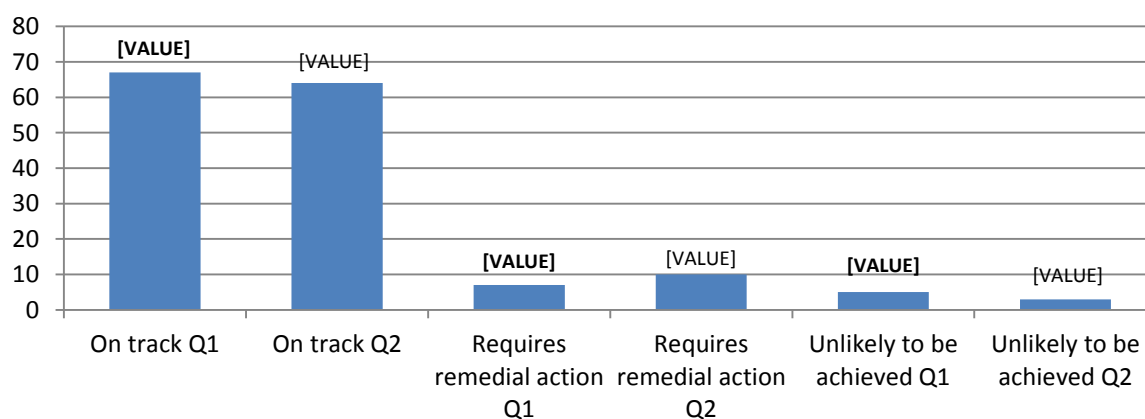
1. Submissions

- 1.1 The Quarter 2 2019-20 submission window opened on 30 August for Lead Officers to complete and submit their online form. The MS Form closed two weeks later on 13 September.
- 1.2 Overall, 79 pieces of activity were submitted (100% of all Strategic Delivery Plan activities).
- 1.3 Engagement from Lead Officers and other relevant colleagues continues to be driven through the MS Teams site which includes an MS Form and guidance. Positive feedback was received on the use of the online form (a rating of 3.70 stars out of 5); although this was lower than the 4.22 stars in Quarter 1 which may be due to the increased milestone questions. A number of Directorates and Divisions also included additional governance processes to the submissions of activity updates in Quarter 2 which required completion of word documents rather than online completion. The online form will continue to be revised to reflect learning which should further support completion and monitoring in future.
- 1.4 Overall the quality of responses received improved from Quarter 1 with greater information in the 'Progress Description' and more detailed milestones. This will also be considered with further guidance to Lead Officers in future monitoring.

2. Delivery

- 2.1 Lead Officers were asked whether their activity is on track to be delivered successfully (to time, budget and with the necessary approvals). This is based on whether the activity has breached tolerance levels in the professional judgement of the Lead Officer or as defined in activity documentation. 64 activities are on track (67 activities in Q1) 10 require remedial action (up from 7 in Q1) and 3 are unlikely to be achieved (down from 5 in Q1). 2 activities have not formally started.

Delivery



2.2 Those that are not on track for successful delivery are:

Activity	Delivery Q1	Delivery Q2	Emerging Issues	Mitigating Actions / Escalations
4. Delivering the Total Placement Service Programme	Unlikely to be achieved	Requires remedial action	Capacity; Dependencies	✓
5. Mobilising the Young Persons Supported Accommodation and Floating Support Service	Yes	Requires remedial action	Capacity; Complexity; Stakeholders; Financial Benefits; Dependencies	✓
6. Delivering the Commissioning Strategy for Disabled Children's Services	Yes	Unlikely to be achieved	Capacity; Complexity	✓
10. Development and delivery of the Sufficiency Strategy, Market Position Statement and Market Intervention Plan for accommodation services for vulnerable children	Yes	Requires remedial action	Capacity; Dependencies	✓
11. Full Cost Recovery of Unaccompanied Asylum Seeking Children Costs to KCC	Unlikely to be achieved	Requires remedial action	Capacity; Complexity; Stakeholders; Dependencies	✓
21. Developing the Kent and Medway Enterprise and Productivity Strategy	Yes	Requires remedial action	Capacity	✓
30. Trading Standards management of impacts from Brexit & resilience planning	Requires remedial action	Requires remedial action	Legal; Stakeholders; Delivery Environment; Dependencies	✓
52. Review of Voluntary and Community Sector Grants across the Council	Yes	Unlikely to be achieved	Capacity; Complexity; Stakeholders; Delivery Environment; Dependencies	✓
56. Kent & Medway Neurodevelopmental Health Service commissioning	Requires remedial action	Requires remedial action	Financial; Governance; Stakeholders; Dependencies	✓
59. Recommissioning of Carers Short Breaks	Yes	Requires remedial action	Complexity; Stakeholders; Delivery Environment; Dependencies	✓
63. To input to influence and take account of the impact of the Fair Funding	Unlikely to be achieved	Requires remedial action	Legal	x

Review and Business Rate Retention in the Medium Term Financial Plan				
70. Delivery of the Disposals Programme	Yes	Unlikely to be achieved	Financial; Delivery Environment	✓
74. Delivery of the Capital Programme and Revenue Maintenance for KCC's Corporate Landlord Estate	Yes	Requires Remedial Action	Capacity; Complexity; Delivery Environment; Dependencies	✓

2.3 A number of activities have moved to being 'On track' in Q2, having previously been 'Requires remedial action' or 'Unlikely to be achieved' in Q1, as set out in the table below. However these activities did not include information as part of their Q2 submissions on any specific resolution of the issues identified within Q1 reporting.

Activity	Q1 Status and Issues	Q2 Status	Reason for Change
34. Waste Partnerships; implementation of West Kent (2019) and development of East Kent (2021) with a duration of ten years	Remedial Action	On Track	No information given on resolution of Q1 issues (Capacity; Financial; Delivery Environment; Other).
35. Critical Waste contracts commissioning programme	Remedial Action	On Track	No information given on resolution of Q1 issues (Capacity; Governance)
51. Analysis of Housing with Care (Extra Care) Placements	Remedial Action	On Track	No information given on resolution of Q1 issues (Complexity; Dependencies). Change of End Date.
54. Commissioning Disability and Mental Health Residential Care Services	Remedial Action	On Track	No information given on resolution of Q1 issues (Financial)
58. Delivering the Transforming Care Programme for Adults with Learning Difficulties	Unlikely to be achieved	On Track	NHSE funding of £2.2, for South East. No specific reference to whether this resolves Q1 financial issue.
61. Implementing MOSAIC Adult Social Care case management and finance system	Remedial Action	On Track	No information given on resolution of Q1 issue (Complexity). Change of End Date.
63. To input to influence and take account of the impact	Unlikely to be achieved	Remedial Action	Change in End Date.

of the Fair Funding Review and Business Rate Retention in the Medium Term Financial Plan			
78. Maximise the number of staff accessing Apprenticeship training within Kent County Council and schools	Unlikely to be achieved	On Track	No information given on resolution of Q1 issues (Stakeholders; Delivery Environment).

2.4 Based on the end dates provided in the SDP, 29 activities are due to complete in 19/20. Of these activities 24 are on track for successful delivery, 3 require remedial action, and 2 are unlikely to be achieved. Of these 29 activities, 9 have provided new end dates, 6 of which still reported to be 'On Track'.

2.5 Where activity progress descriptions were detailed, many activity responses provided updates on the following:

- Progress with individual key elements of activity;
- Where milestones have been met or work completed;
- Specific activity updates including business case development, consultations, infrastructure delivery and progress with commissioning cycle activities including reviews, modelling and evaluations;
- Engagement both internally with officers and Members and externally with local and national partners;
- Progress with workforce recruitment and / or training;
- Identified dependencies and / or changes in context;
- Identified next steps;
- Challenges, concerns or issues.

2.6 Where progress description information was more limited this was often where activities referenced information set out in other internal or directorate monitoring processes or where the progress update did not directly refer to the specific aims stated within the Strategic Delivery Plan submission.

2.7 A significant number of responses in Q2 reported that their activity has completed, stopped or become business as usual. These were:

Activity	Completed, Stopped or BAU	Reason for Ending SDP Activity
16. Input to Local Plans and Significant Development across Kent and nationally	BAU	Business as usual – regular engagement is a core business function. CMT agreed activity is BAU and to be removed from SDP monitoring.

17. Maximising opportunities of the Strategic Development Contributions process and updated strategy	BAU	Business as usual – seeking developer contributions is a core business function. CMT agreed activity is BAU and to be removed from SDP monitoring.
23. Lobbying opportunities from the UK Shared Prosperity Fund, linked to the Local Enterprise Partnership (LEP) governance, strategy and funding	BAU	Business as usual – KCC is a member of SELEP. CMT agreed activity is BAU and to be removed from SDP monitoring.
25. Improving our highway assets and fixing Kent’s potholes	BAU	Business as usual – core HTW asset management work. CMT agreed activity is BAU and to be removed from SDP monitoring.
36. Charging for non-household waste materials at Household Waste Recycling Centres	BAU	Business as usual – policy changes have been implemented. End date of 31/08/19. CMT agreed activity is BAU and to be removed from SDP monitoring.
70. Delivery of the Disposals Programme	BAU	Business as usual. CMT agreed for activity to remain on SDP monitoring.
71. Delivering a business case for Property Development Arrangements, to maximise value from the disposal of appropriate Council assets	Completed	The Strategic Business Case activity has completed. Other new activities and workstreams form the next steps. Property Development Company to be established by April 2020. CMT agreed for activity to remain on SDP monitoring.
74. Delivery of the Capital Programme and Revenue Maintenance for KCC’s Corporate Landlord Estate	BAU	Business as usual. CMT agreed for activity to remain on SDP monitoring.

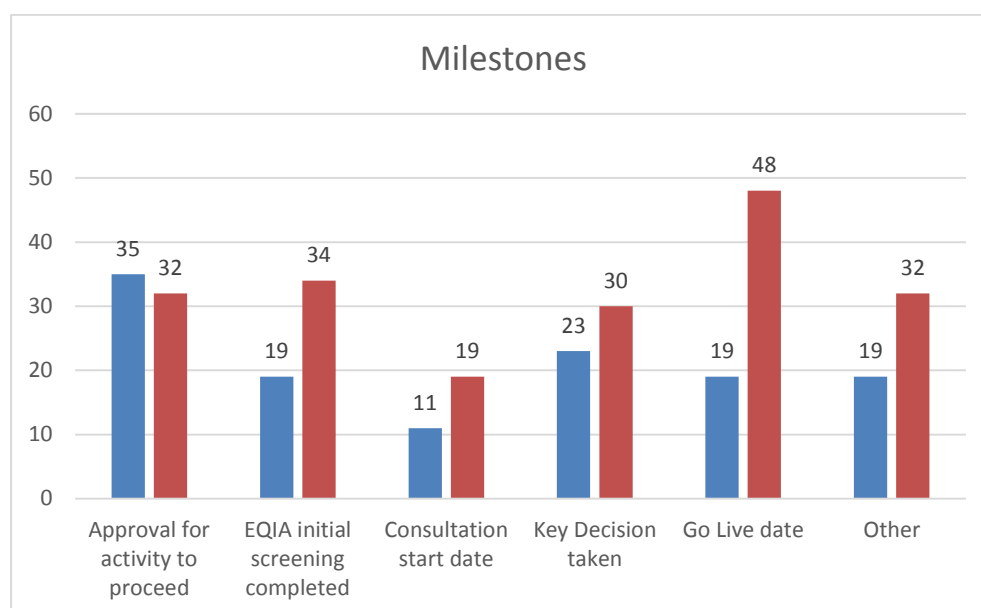
3. Milestones

3.1 The Quarter 2 Strategic Delivery Plan monitoring included additional questions on activity milestones. Whilst 48 of the 79 activities reported key milestones which was down from 51 in Quarter1, the level of detail included in submissions around key milestones has greatly increased.

Milestones	
61% (48)	of activities were able to identify key milestones

3.2 The level of accuracy and detail was inconsistent across activities with many activities providing estimates rather than a specific date. From the five options provided, 32 activities were able to identify milestones for approval to proceed (down from 35 in Q1), 34 for when an EQIA initial

screening would be completed (up from 19), 19 for a consultation start date (up from 11 in Q1), 30 for when a Key Decision would be taken (up from 23 in Q1), 48 for a 'Go Live' date (up from 19 in Q1), and 32 provided 'other' milestones.



3.3 32 activities identified 'other' milestones (up from 19 in Quarter 1). Milestones provided included commissioning and procurement milestones such as completion of analysis or contract start dates, review activities, engagement and consultation activity, presentations or reports to a wide variety of boards both directorate, Council and external, and approval milestones.

3.4 In future, activities will be monitored against the milestones they have provided and trend information over time will be reported via the quarterly report to Corporate Management Team and Corporate Board.

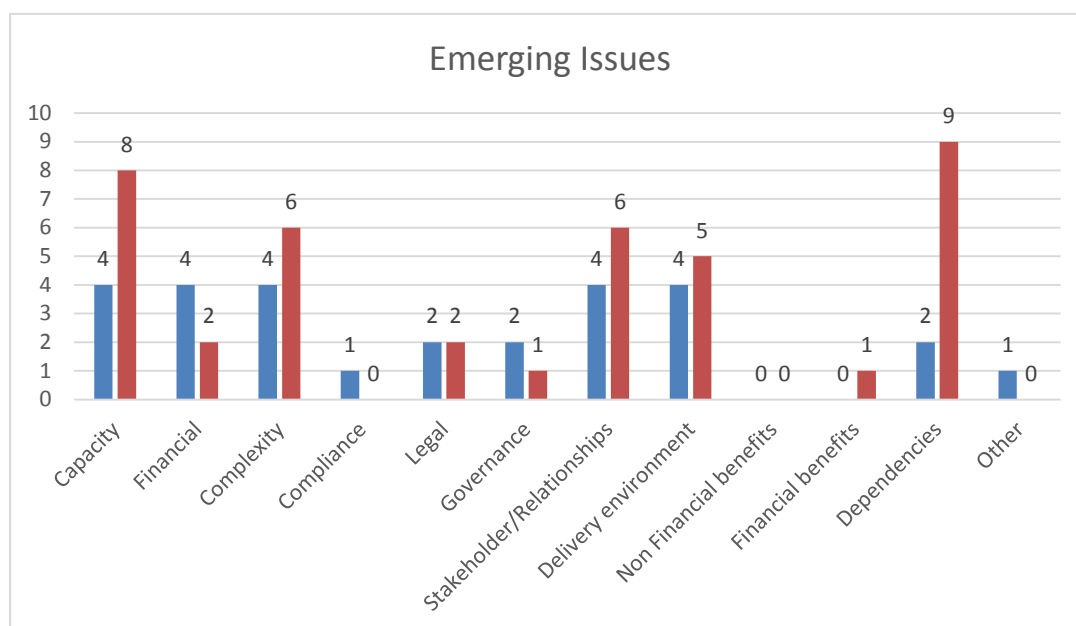
3.5 A significant number of activities in Q2 have revised their end dates or 'Go Live' dates beyond their original SDP end date. Many of these are reporting as 'On Track' These were:

Activity	Status	Original SDP End Date	New End Date	New 'Go Live' date
2. Transforming Early Help and Preventative Services (EHPS) Commissioning	Yes, it is on track	01/04/2020	01/10/2020	
3. Re-commissioning services to support the Integration of Children's Services	Yes, it is on track	01/04/2020	01/10/2020	
4. Delivering the Total Placement Service Programme	It requires remedial action	31/03/2020		01/09/2020
6. Delivering the Commissioning Strategy for Disabled Children's Services	No, it is unlikely to be achieved	31/03/2020	01/04/2021	
10. Development and delivery of the Sufficiency Strategy,	It requires remedial action	31/05/2019		01/09/2020

Market Position Statement and Market Intervention Plan for accommodation services for vulnerable children				
15. Planning for housing growth and infrastructure in Kent	Yes, it is on track	01/08/2019	01/11/2019	
20. Delivering the Kent Broadband Programme	Yes, it is on track	31/03/2023	30/06/2023	
21. Developing the Kent and Medway Enterprise and Productivity Strategy	It requires remedial action	31/07/2020		30/03/2021
24. Highways Term Maintenance Contract commissioning project	Yes, it is on track	31/08/2019		01/06/2021
26. Delivery of KCC's input to the development of Operation Stack/Brock and related infrastructure improvements	Yes, it is on track	01/04/2023	12/1/2019	
33. Development of the Minerals and Waste Local Plan	Yes, it is on track	01/01/2020		12/12/2018
49. Effective Winter Pressures Commissioning and High Impact Changes – Home to Decide and Home to Settle	Yes, it is on track	01/11/2019	06/04/2020	
51. Analysis of Housing with Care (Extra Care) Placements	Yes, it is on track	30/06/2019	31/10/2019	
52. Review of Voluntary and Community Sector Grants across the Council	No, it is unlikely to be achieved	01/01/2020	4/1/2021	
55. Dementia Service Redesign and commissioning - Kent and Medway NHS and Social Care Partnership Trust	Yes, it is on track	01/08/2019	01/09/2021	
56. Kent & Medway Neurodevelopmental Health Service commissioning	It requires remedial action	31/03/2020	10/31/2020	
59. Recommissioning of Carers Short Breaks	It requires remedial action	01/01/2020	4/1/2021	
61. Implementing MOSAIC Adult Social Care case management and finance system	Yes, it is on track	30/09/2019	31/03/2020	
63. To input to, influence and take account of the impact of the Fair Funding Review and Business Rate Retention in the Medium Term Financial Plan	It requires remedial action	01/04/2020	4/1/2021	
68. Review of KCC's Voluntary and Community Sector Policy	Yes, it is on track	31/05/2020	31/03/2020	

4. Issues

4.1 Where activities are not on track for successful delivery, Lead Officers were asked to identify the issues impacting on their activity. 11 options, based around Delivery Environment Complexity Analytic (DECA) themes, were provided with multiple responses allowed and an 'other' option where free text could be provided if required. Lead Officers were also asked to provide further detail explaining the issues, when and why they had occurred and what impact they will have on successful delivery.



4.2 Of the 13 activities which are not on track (either 'requires remedial action' or 'is unlikely to be achieved'), all were able to identify the contributing factors against DECA themes. The table above shows the identified issues for Quarter 1 (blue) and Quarter 2 (red).

4.3 Key Emerging Issues:

4.3.1 **Capacity** – Project capacity and corporate support were both identified as issues. Capacity issues for ControCC Systems changes were also highlighted as key for a number of activities in Quarter 1 and continue to impact on delivery of activity no. 4: Delivering the Total Placement Service Programme; activity no. 6 Delivering the Commissioning Strategy for Disabled Children's Services, and activity no. 10: Development and delivery of the Sufficiency Strategy, Market Position Statement and Market Intervention Plan for accommodation services for vulnerable children.

4.3.2 **Complexity** – Activities identified significant complexities in relation to ICT changes (ControCC Systems) and increasing demand (activity no. 5 Mobilising the Young Persons Supported Accommodation and Floating Support Service and activity 11. Full Cost Recovery of Unaccompanied Asylum Seeking Children Costs to KCC).

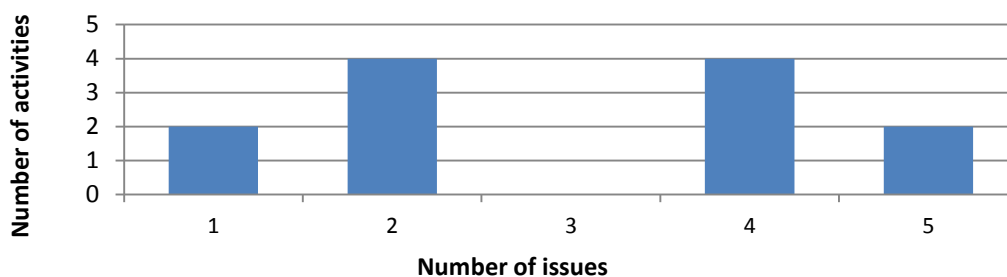
4.3.3 **Dependencies** – Activities identified dependencies with other projects including the delivery of ICT capability and activity 59. Recommissioning of Carers Short Breaks impacted by the revised project plan for the Community Wellbeing Services offer. Dependencies on Government were also particular issues with activity 11. Full Cost Recovery of Unaccompanied Asylum Seeking Children Costs to KCC and activity 30. Trading Standards management of impacts from Brexit & resilience planning.

4.3.4 **Delivery Environment** – Activities identified issues where they are significantly dependent on partnerships with health, the voluntary and community sector or wider markets. Activity 52. Review of Voluntary and Community Sector Grants across the Council highlighted the revised service model and procurement plan south to ensue less of a destabilising impact on the Kent Voluntary and Community Sector. Activity 56. Kent & Medway Neurodevelopmental Health Service commissioning identified the complexities of the changing landscape of the CCGs Integrated Care Partnerships. Activity 70. Delivery of the Disposals Programme identified the impact of investor confidence and market constraints on progression of disposals.

4.3.5 **Stakeholders / Relationships** – Government progress was identified as an issue for both activity 11. Full Cost Recovery of Unaccompanied Asylum Seeking Children Costs to KCC and activity 30. Trading Standards management of impacts from Brexit & resilience planning where greater clarity is required on the proposed legislative and service delivery changes.

4.4 The level of complexity of activities is highlighted by the fact that 8 activities identified more than one emerging issue (up from 7 in Q1). Of the 13 activities which identified issues, 2 identified 1 issue, 4 identified 2 issues, 4 identified 4 issues and 2 identified 5 issues.

Activities that reported multiple issues



5. Mitigating Actions or Escalations

5.1 Of the 13 activities which are not on track for successful delivery, 10 have identified mitigating actions or escalations.

5.2 Key themes from mitigating actions or escalations:

- 5.2.1 **Change of Approach** – A number of activities have taken a change in approach to address issues including no. 52 Review of Voluntary and Community Sector Grants across the Council which has reviewed the service model and developed a revised procurement plan and no. 6 Delivering the Commissioning Strategy for Disabled Children’s Services which has aligned the Community Support Contract procurement with the commissioning of the Short Breaks programme. A significant number of activities revised the end date or go live date in response to issues.
- 5.2.2 **Specific Action** – A number of activities are taking specific actions to resolve their issues. This includes establishing specific working groups to address issue (no. 4 Delivering the Total Placement Service Programme), development of internal and joint action plans and undertaking reviews (no. 5 Mobilising the Young Persons Supported Accommodation and Floating Support Service), developing greater strategic leadership involvement to address whole system issues (no. 56. Kent & Medway Neurodevelopmental Health Service commissioning).
- 5.2.3 **National and Partner Engagement** – Activity 5. Mobilising the Young Persons Supported Accommodation and Floating Support Service has commenced work with District and Boroughs to review current arrangements, Activity no. 30 Trading Standards management of impacts from Brexit & resilience planning continues to engage with Government departments to influence the development of plans and better understand the implications and no. 70 Delivery of the Disposals Programme includes actions to monitor and anticipate economic climate changes. Whilst activity no. 63 To input to influence and take account of the impact of the Fair Funding Review and Business Rate Retention in the Medium Term Plan did not specifically identify mitigating actions, continued Government lobbying will be crucial going forward.
- 5.2.4 **Resource arrangements** – Activity 21 Developing the Kent and Medway Enterprise and Productivity Strategy is considering resource options, activity 10. Development and delivery of the Sufficiency Strategy, Market Position Statement and Market Intervention Plan for accommodation services for vulnerable children is progressing DBS checks to ensure commissioning officers are able to support the analysis, activity 11. Full Cost Recovery of Unaccompanied Asylum Seeking Children Costs to KCC continues to lobby Government for a funding response and activity 56. Kent & Medway Neurodevelopmental Health Service commissioning has progressed funding arrangements with CCGs.

5.3 The 3 activities which did not identify mitigating actions or escalations are:

- **52: Review of Voluntary and Community Sector Grants across the Council.** No mitigating actions have been identified, however the activity has reviewed the service model and revised the procurement plan to address issues.
- **63: To input to, influence and take account of the impact of the Fair Funding Review and Business Rate Retention in the Medium Term Financial Plan.** There is limited ability for KCC to influence Government on timescales for the Fair Funding Review which has been overridden by the short-term priority of a one-year settlement for all government departments including local government.

- **70: Delivery of the Disposals Programme.** Although no mitigating actions were identified the programme continues to monitor the market and anticipate changes in the economic climate to force a more holistic review of the disposal programme in the coming months.

6. Governance

6.1 Lead Officers were asked to identify if they had reported on their piece of activity to a number of boards during Quarter 2. Of the 79 activities in the Strategic Delivery Plan, 17 have reported to Cabinet Members Meeting, 14 have reported to Cabinet Committees, and 21 have reported to an informal governance board (Service Commissioning Board, Infrastructure Commissioning Board or Budget Delivery Group).

Governance (Reporting since Quarter 1)

17	activities have reported to Cabinet Members Meeting.
14	activities have reported to Cabinet Committees.
21	activities have reported to Informal Governance Boards.

6.2 Lead Officers were also asked if they were intending to report on their piece of activity during the rest of the monitoring year (2019/20). 25 responses indicated that they expected to report to Cabinet Members Meeting (down from 31 in Q1), 37 to Cabinet Committees (down from 41 in Q1) and 23 to an informal governance board (down from 31 in Q1). 21 activities are not expecting to report to any of the boards in 19/20 (up from 19 in Q1).

Governance (Expected reporting in 19/20)

25	activities expected to report to Cabinet Members Meeting.
37	activities expected to report to Cabinet Committees.
23	activities expected to report to Informal Governance Boards.

6.3 Of those 23 activities which expect to report to an informal governance board in 19/20, 7 (30%) have a scheduled item on the informal governance forward plan. Being able to confirm (if at least provisionally) an expected date to report to an Informal Governance Board or Cabinet Committee would help to manage the forward agenda planning of the Boards.

7. Additional Oversight and Assurance

7.1 **Corporate Risk and Assurance** provides oversight of a number of the Council's most significant or complex change activities and conducts independent reviews on the associated projects and / or programmes. Corporate Risk and Assurance have reviewed the Strategic Delivery Plan monitoring information which is consistent with their understanding of activities.

7.2 **Internal Audit** provides an evaluation of the effectiveness of the County Council’s risk management, control and governance processes. In future SDP monitoring Internal Audit will be engaged to ensure their findings around specific activities feeds into the SDP monitoring report. The Internal Audit and Counter Fraud Plan 2019-20 identified a review into ‘Companies in which KCC has a substantial interest / investment’ (RB48 2020) for completion in Quarter 1 2019/20. This will be reviewed to ensure consistency with SDP monitoring findings once reported to Governance and Audit Committee.

7.3 The Internal Audit and Counter Fraud Plan 2019-20 can be found at:

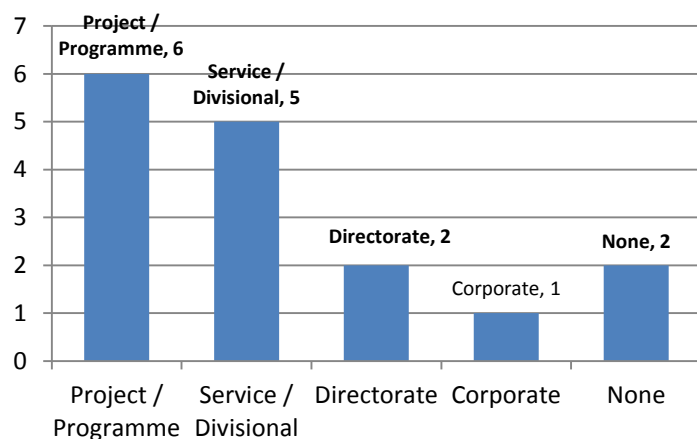
<https://democracy.kent.gov.uk/documents/s90024/Item%2008%20Internal%20Audit%20and%20Counter%20Fraud%20Plan%202019-20.pdf>

8. Risk

8.1 Where activities identified issues to successful delivery, those Lead Officers were asked whether their issues are currently recorded on a risk register. 11 of the 13 activities with issues do have risks recorded within project / programme, service / divisional, directorate or corporate risk registers.

8.2 The majority of these (6 activities) have recorded the issues within their project or programme risk registers, with 5 activities being recorded in service or divisional risk registers.

Risk Registers



8.3 2 activities which require remedial action or are unlikely to be achieved are not recorded within risk registers. These activities are no. 6: Delivering the

Commissioning Strategy for Disabled Children’s Services and no. 70: Delivery of the Disposals Programme.

9. Activity Scorecards

Each activity response for Quarter 2 2019/20 has been developed into a ‘scorecard’ providing an overview of the activity. These are available as a background document on request.