# Strategic Delivery Plan Monitoring – Analysis Report –

# Strategic Outcome 1

# Quarter 2: July – September 2019

**Report version: CYPE Cabinet Committee 15 November 2019**

Kent County Council
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# 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 those activities that relate to Strategic Outcome 1 in Quarter 2 (July to September 2019) and detailed analysis. The analysis indicates the emerging issues for the County Council's significant activity, based on the 14 responses for Strategic Outcome 1 in Quarter 2 2019/20. Individual activity scorecards for Strategic Outcome 1 are available as a background document on request.

The report summarises key themes, primarily 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;

Contact Details:

Report Authors: David Firth, Policy Adviser; Shannon Ryan, Business Planning Officer; Debbie Turner, Portfolio Assurance Officer.

Director: David Whittle, Director of Strategy, Policy, Relationships & Corporate Assurance

## Monitoring Quarter 2 (July – September 2019)

## Strategic Outcome 1 overview

**100% (14)** of activities submitted a response

**64% (9)** of activities are on track for successful delivery

**29% (4)** of activities require remedial action

**7% (1)** of activities are unlikely to be achieved

**71% (5)** of activities that are due to complete in 19/20 are not on track

**60% (3)** of activities not on track are **People Commissioning** type activities

**64% (9)** of activities were able to identify key milestones

**100% (5)** of activities not on track have identified **capacity** issues

**80% (4)** of activities not on track have identified **dependency** issues

**60% (3)** of activities not on track have identified **complexity** issues

**40% (2)** of activities not on track have identified **stakeholder/relationship** issues

**100% (5)** of activities with issues have mitigating actions or escalations in place

**29% (4)** of activities are expecting to report to **Informal Governance Boards** (Service Commissioning Board, Infrastructure Commissioning Board, Budget Delivery Group)

**57% (8)** of activities are expecting to report to **Cabinet Committees**

**60% (3)** of activities not on track which are recorded in **Project/Programme risk registers**

**20% (1)** of activities not on track which are recorded in **Service / Divisional 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. 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 | | | | | |

| Activity | Delivery | Milestones | CMM | Corporate Board | Informal Governance | Cabinet Committee |
|---|---|---|---|---|---|---|
| 12. Delivering school improvement support to maintain and enhance school standards through The Education People (TEP) | Yes, it is on track | | | | | ✓ |
| 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 | | ✓ | | | ✓ |

# Monitoring Quarter 2 (July – September 2019) – Strategic Outcome 1 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), 14 of them related to Strategic Outcome 1. 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. Relating to Strategic Outcome 1, 9 activities are on track (12 activities in Q1), 4 activities require remedial action (up from 0 in Q1) and 1 is unlikely to be achieved (down from 2 in Q1). All activities have formally started.

**Delivery**
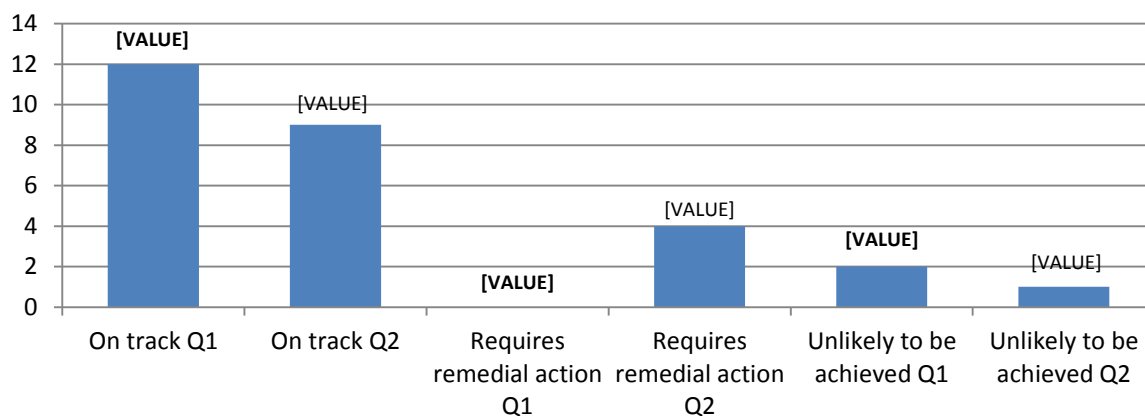


2.2 Those that are not on track for successful delivery are:

| 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** | Yes | Requires | Capacity; Complexity; | ✓ |

| Persons Supported Accommodation and Floating Support Service | | remedial action | 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 | ✓ |

2.3 Based on the end dates provided in the SDP, 7 activities in Strategic Outcome 1 are due to complete in 19/20. Of these activities 2 are on track for successful delivery, 4 require remedial action, and 1 is unlikely to be achieved. Of these 7 activities, 1 has provided a new end date or 'Go Live' date beyond their original end date, and 6 state there is no new end date.
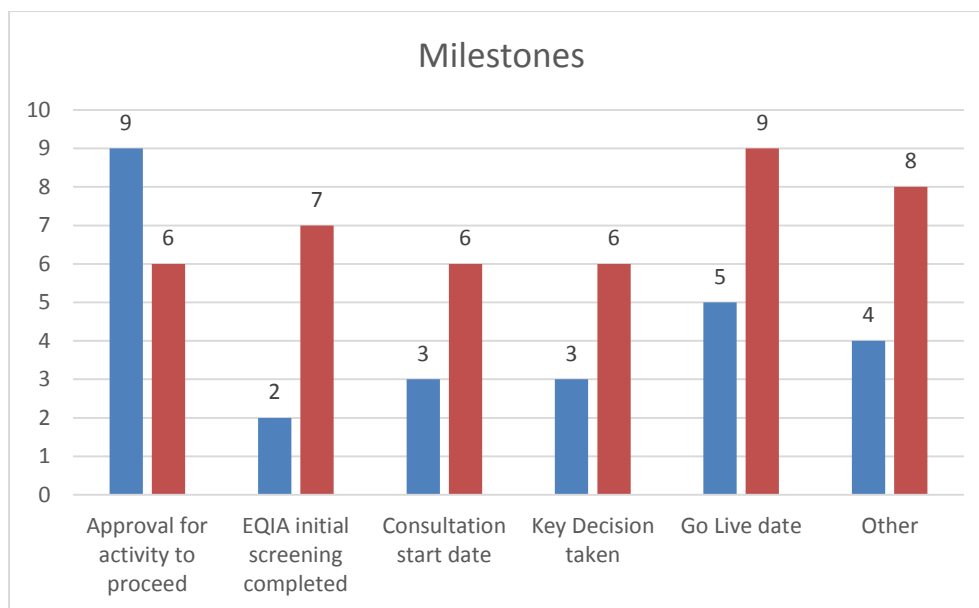
## 3.    Milestones

3.1 The Quarter 2 Strategic Delivery Plan monitoring included additional questions on activity milestones. Whilst 9 of the 14 Strategic Outcome 1 activities reported key milestones which was down from 12 in Quarter 1, the level of detail included in submissions around key milestones has greatly increased.

> **Milestones**
>
> **64% (9)**     of activities were able to identify key milestones

3.2 Of the 9 activities that reported key milestones, 6 activities were able to identify milestones for approval to proceed (down from 9 in Q1), 7 for when an EQIA initial screening would be completed (up from 2), 6 for a consultation start date (up from 3 in Q1), 6 for when a Key Decision would be taken (up from 3 in Q1), 9 for a 'Go Live' date (up from 5 in Q1), and 4 provided 'other' milestones, these included milestone relating to partnership working for example with district councils.
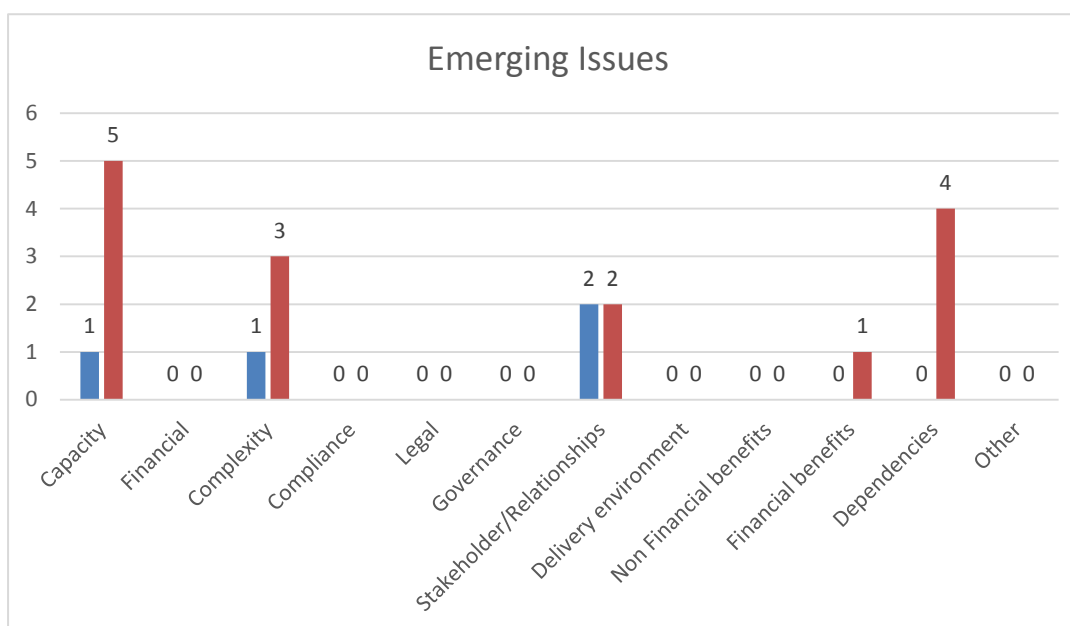
3.3 In future, activities will be monitored against the milestones they have provided and trend information over time will be reported via the quarterly report to Corporate Management Team and Corporate Board.

3.4 5 Strategic Outcome 1 activities in Quarter 2 have revised their end dates or 'Go Live' dates beyond their original SDP end date. 2 of these are reporting as 'On Track', 2 as requiring remedial action and one as unlikely to be achieved. 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, Market Position Statement and Market Intervention Plan for accommodation services for vulnerable children** | It requires remedial action | 31/05/2019 | | 01/09/2020 |

## 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.

**Emerging Issues**

| Category | Q1 (blue) | Q2 (red) |
|---|---|---|
| Capacity | 1 | 5 |
| Financial | 0 | 0 |
| Complexity | 1 | 3 |
| Compliance | 0 | 0 |
| Legal | 0 | 0 |
| Governance | 0 | 0 |
| Stakeholder/Relationships | 2 | 2 |
| Delivery environment | 0 | 0 |
| Non Financial benefits | 0 | 0 |
| Financial benefits | 0 | 1 |
| Dependencies | 0 | 4 |
| Other | 0 | 0 |

4.2 Of the 5 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** – Dependencies on Government was a particular issue with activity 11. Full Cost Recovery of Unaccompanied Asylum Seeking Children Costs.

4.3.4    **Stakeholders / Relationships** – Government progress was identified as an issue for activity 11. Full Cost Recovery of Unaccompanied Asylum Seeking Children Costs to KCC 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 5 activities identified more than one emerging issue (up from 2 in Q1). Of the 5 activities which identified issues, 2 identified 3 issues, 1 identified 4 issues and 1 identified 5 issues.

**Activities that reported multiple issues**
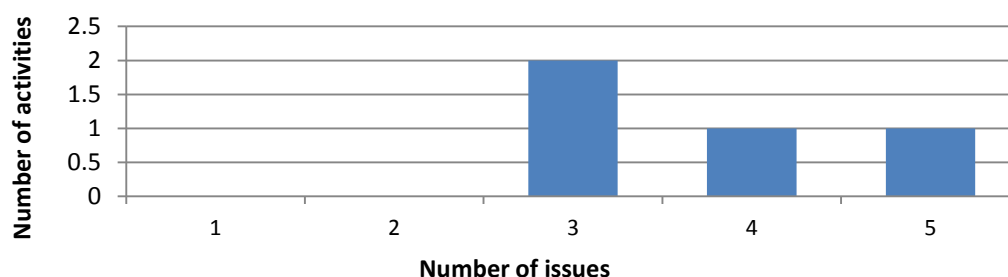


## 5.    Mitigating Actions or Escalations

5.1 Of the 5 activities which are not on track for successful delivery, all 5 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. 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.

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).

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.

5.2.4 **Resource arrangements** – 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.

## 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 14 Strategic Outcome 1 activities in the Strategic Delivery Plan, 2 have reported to Cabinet Members Meeting, 4 have reported to Cabinet Committees, and 4 have reported to an informal governance board (Service Commissioning Board, Infrastructure Commissioning Board or Budget Delivery Group).

| Governance (Reporting since Quarter 1) | |
| --- | --- |
| **2** | activities have reported to Cabinet Members Meeting. |
| **4** | activities have reported to Cabinet Committees. |
| **4** | 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). 3 responses indicated that they expected to report to Cabinet Members Meeting (down from 5 in Q1), 8 to Cabinet Committees (down from 9 in Q1) and 4 to an informal governance board (down from 9 in Q1). 4 activities are not expecting to report to any of the boards in 19/20 (up from 2 in Q1).

| Governance (Expected reporting in 19/20) | |
| --- | --- |
| **3** | activities expected to report to Cabinet Members Meeting. |
| **8** | activities expected to report to Cabinet Committees. |
| **4** | activities expected to report to Informal Governance Boards. |

6.3 Of those 4 activities which expect to report to an informal governance board in 19/20, 1 (25%) has 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 I**nternal 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. 4 of the 5 activities with issues do have risks recorded within project / programme, service / divisional, directorate or corporate risk registers.
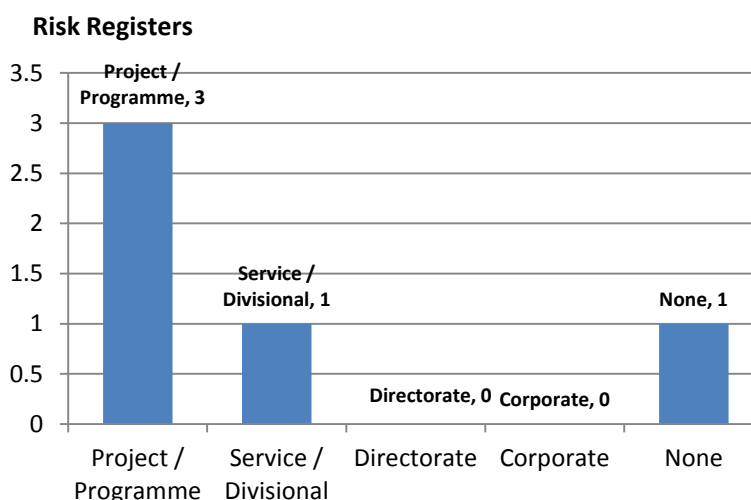
**Risk Registers**



8.2 The majority of these (3 activities) have recorded the issues within their project or programme risk registers, with 1 activity being recorded in service or divisional risk registers.

8.3 1 activity which is unlikely to be achieved is not recorded within risk registers. This activity is no. 6: Delivering the Commissioning Strategy for Disabled Children's Services.

# 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.