

From: Roger Gough, Leader of the Council
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To: Growth, Economic Development and Communities Cabinet Committee – 28 November 2019

Subject: Strategic Delivery Plan Monitoring: Quarter 2 2019/20

Classification: Unrestricted

Past Pathway of Paper: Health Reform and Public Health Cabinet Committee (1 November 2019); Policy and Resources Cabinet Committee (8 November 2019); Children’s, Young People and Education Cabinet Committee (15 November 2019); Adult Social Care and Health Cabinet Committee (27 November 2019);

Future Pathway of Paper: Environment and Transport Cabinet Committee (29 November 2019).

Electoral Division: All

Summary: This report provides an overview of the Council’s Strategic Delivery Plan Monitoring arrangements and the analysis and emerging themes from Quarter 2 2019/20 Strategic Outcome 2 activity submissions.

Recommendation(s):

The Growth, Economic Development and Communities Cabinet Committee is asked to consider and comment on the Strategic Delivery Plan Monitoring arrangements and the analysis and emerging themes from Quarter 2 2019/20 Strategic Outcome 2 activity submissions.

1. Introduction

- 1.1 In April 2019, Corporate Board agreed KCC’s Strategic Delivery Plan for 2019-20, a single KCC business plan that is more delivery focused and acts as a 3-year rolling plan. During the development of the Strategic Delivery Plan, the Executive and Cabinet Committees expressed their support for the development of proportionate monitoring arrangements.
- 1.2 This cover paper provides an overview of the monitoring arrangements and identifies a number of themes emerging from Quarter 1 and Quarter 2 analysis which Growth, Economic Development and Communities Cabinet Committee may wish to consider. The Strategic Delivery Plan Monitoring Analysis Report (Appendix A) presents an overview, and analysis, of monitoring information for Strategic Outcome 2 activities collated for Quarter 2

(July to September 2019). Individual Strategic Outcome 2 activity scorecards for Quarter 2 2019/20 are available on request as a background document.

- 1.3 Policy and Resources Cabinet Committee are receiving an overview of all activity and exploration of specific trends and issues based on monitoring submissions in November 2019. An amended analysis report tailored to the most relevant strategic outcome, with individual scorecards available as a background document, is being provided for other Cabinet Committees. Whilst the three outcomes do not directly match Cabinet Committee purviews there is significant alignment and will enable each Cabinet Committee to have a more focused discussion. Due to the cross-cutting nature of public health activities, the Health Reform and Public Health Cabinet Committee are receiving the full analysis report with a cover paper which identifies the relevant public health activities.

2. **Strategic Delivery Plan Monitoring Arrangements**

- 2.1 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.
- 2.2 Monitoring of Strategic Delivery Plan activities takes place on a quarterly basis, providing a sense of progress on the County Council's key activities. The information gathered provides analysis across activities and builds-up trend data over time, to support CMT and Corporate Board to understand issues impacting on successful delivery, consider what actions may be required (if appropriate), consider wider trends and ensure appropriate and timely governance and assurance arrangements for activities.
- 2.3 The monitoring analysis is reported on a quarterly basis to the Corporate Management Team for action where required and to Corporate Board for Executive oversight. A report is taken to Policy and Resources Cabinet Committee on a 6-monthly basis with an overview of all activity and exploration of specific trends or issues based on monitoring feedback. Other Cabinet Committees receive a tailored report focused on the relevant activities within their purview.
- 2.4 Building on the approach used to develop the Strategic Delivery Plan, an online form was used to collect monitoring information from Lead Officers (or nominated colleagues) for each piece of activity in the Strategic Delivery Plan. The form is available to complete for 2 weeks every three months. Ahead of and throughout these submission windows, officers from across the organisation have access to a Microsoft Teams SDP monitoring site, where

they can ask questions directly via an interactive conversation panel and access guidance documents such as FAQs, SDP Monitoring Quick Guide and completed examples of the form. Microsoft Teams continues to be used to provide updates and engage officers.

3. **Strategic Delivery Plan Monitoring - Quarter 2 2019/20 Analysis**

3.1 Quarter 2 analysis was presented to CMT and Corporate Board in October 2019. An analysis report on Quarter 2 2019/20 Strategic Outcome 2 activity monitoring which provides an overview of the information received and highlights key trends across activities is available in Appendix A.

3.2 A summary of key findings from Quarter 2 2019/20 is summarised below.

- Engagement - There has been good engagement from officers, and in particular those responsible officers submitting the MS Form. All 30 activities in Strategic Outcome 2 submitted a response in Quarter 1 and Quarter 2.
- Delivery – In Quarter 2, of the 30 Strategic Outcome 2 activities, 27 were ‘on track’ for delivery, 2 ‘require remedial action’ and none were ‘unlikely to be achieved’. 1 activity has not formally started. The table of activity not on track is detailed in 2.2. of the analysis report (Appendix A).
- Activity End Dates– Of the 30 Strategic Outcome 2 activities, 5 activities changed their end date or provided a ‘Go Live’ date beyond their original SDP end date, with 4 of these reporting as being ‘On Track’. The full list of activities with end date or go live date changes is detailed in 3.4 of the analysis report (Appendix A).
- 2019/20 Activities – Based on the end dates provided for the 30 Strategic Outcome 2 activities in the SDP, 8 activities are due to complete in 2019/20. All these activities have reported as being on track for successful delivery. However, 2 of these 8 activities have reported a new end date or ‘go-live’ date beyond the original SDP end date.
- Milestones – The Quarter 2 Strategic Delivery Plan monitoring included additional questions on activity milestones. 18 of the 30 Strategic Outcome 2 activities reported key milestones with a greater level of detail as part of their submissions. Further information on milestones is provided in section 3 of the analysis report (Appendix A).
- Issues – Of the 2 Strategic Outcome 2 activities which are not on track, there were a range of emerging issues identified including i) capacity, ii) dependencies, iii) delivery environment, and iv) stakeholders / relationships. Further information on issues is provided in section 4 of the analysis report (Appendix A).
- Mitigating Actions or Escalations – Both Strategic Outcome 2 activities which are not on track for successful delivery, have identified mitigating actions or

escalations. Further information is provided in section 5 of the analysis report (Appendix A).

- **Governance** – Of the 30 Strategic Outcome 2 activities, 14 are expecting to report to Cabinet Committees in 2019/20 and 3 activities identified future reporting to the informal governance boards in 2019/20. Currently 2 activities (66%) have requested a specific item on the informal governance forward plan. Lead officers will be encouraged to further define timescales for informal governance reporting and ensure items are scheduled on the informal governance forward plan in a timely manner. Further information on governance is provided in section 6 of the analysis report (Appendix A).
- **Risk** – Both Strategic Outcome 2 activities with issues have risks recorded within risk registers. One activity has recorded the issues within their project/programme and service/divisional risk registers. One activity has recorded issues in their directorate risk register. Further information is provided in section 8 of the analysis report (Appendix A).

4. Next Steps

- 4.1 The Quarter 2 analysis will be presented to Cabinet Committees in November 2019 as part of 6-monthly reporting, with a tailored analysis report focused on the relevant Strategic Outcome activities. Cabinet Committees will receive Quarter 4 analysis following the monitoring process in April – June 2020.
- 4.2 The Strategy, Policy, Relationships and Corporate Assurance division will take forward CMT agreed actions to progress the SDP monitoring arrangements. This includes engaging Lead Officers to further develop responses and the submission process as part of Quarter 3 monitoring in January 2020. Greater guidance will also be provided to Lead Officers and wider colleagues via the SDP Monitoring MS Teams site to support the completion of the monitoring form.
- 4.3 Broader learning from Quarter 1 and Quarter 2 monitoring will be addressed through the development of the Strategic Delivery Plan for 2020/21.

5. Recommendation

Recommendation:

The Growth, Economic Development and Communities Cabinet Committee is asked to consider and comment on the Strategic Delivery Plan Monitoring arrangements and the analysis and emerging themes from Quarter 2 2019/20 Strategic Outcome 2 activity submissions.

6. Background Documents

- Strategic Delivery Plan Monitoring – Quarter 2 2019/20: Scorecards
(Background document available on request)

7. Contact details

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