

From: Roger Gough, Leader of the Council
David Cockburn, Corporate Director for Strategic and Corporate Services

To: Policy & Resources Cabinet Committee – 8 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)

Future Pathway of Paper: Children, Young People and Education Cabinet Committee (15 November 2019); Adult Social Care and Health Cabinet Committee (27 November 2019); Growth, Economic Development and Communities Cabinet Committee (28 November 2019); 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 submissions.

Recommendation(s):

The Policy & Resources 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.

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 Policy and Resources Cabinet Committee may wish to consider. The Strategic Delivery Plan Monitoring Analysis Report (Appendix A) presents an overview, and analysis, of monitoring information collated for Quarter 2 (July to September 2019). Individual 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. An amended analysis report tailored to the most relevant strategic outcome, with individual scorecards available as a background document, will be 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 will receive 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. A full analysis report on Quarter 2 2019/20 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 79 activities within the Strategic Delivery Plan submitted a response in Quarter 1 and Quarter 2.
- Quality of Submissions - The quality of submissions in Quarter 2 has improved overall with greater information provided under 'Progress Description'. The inclusion of additional milestone questions in Quarter 2 has supported greater information on milestones, with responses including increased detail on specific or estimated milestone dates.
- Monitoring process - The online monitoring form will continue to be revised to reflect learning which should further support completion and monitoring in future. Lead Officers, Directors and Corporate Directors will also be engaged directly ahead of Quarter 3 monitoring to further support greater detail in future monitoring.
- Delivery – In Quarter 2, 64 activities were 'on track' for delivery, 10 require remedial action, 3 are unlikely to be achieved and 2 activities have not formally started. The table of activity not on track is detailed in 2.2. of the analysis report (Appendix A).
- End Date Changes – In total across all 79 SDP activities, 20 activities changed their end date or provided a 'Go Live' date beyond their original SDP end date, with a number of these reporting as being 'On Track'. A significant number of activities which previously reported in Quarter 1 as either requiring remedial action or unlikely to be achieved (3 of 8) have changed the end date of their activity. These activities are no.51 Analysis of Housing with Care (Extra Care) Placements no. 61. Implementing MOSAIC Adult Social Care case management and finance system and 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 Financial Plan. The full list of activities with end date or go live date changes is detailed in 3.5 of the analysis report (Appendix A).
- 2019/20 Activities – Based on the end dates provided in the SDP, 29 activities are due to complete in 2019/20. 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'. 6 of these 9 activities are now due to complete outside of 2019/20.

- Project Status – In Quarter 2, 8 activities identified a change in project status, with 7 reporting as 'business as usual' and 1 reporting as complete. CMT have agreed that where activities are confirmed as 'on track' and either 'business as usual' or 'completed' the intention will be to not include in future SDP monitoring. CMT agreed the following activities will be considered 'business as usual' and therefore not monitored from Quarter 3 onwards:
 - 16. Input to Local Plans and Significant Development across Kent and nationally;
 - 17. Maximising opportunities of the Strategic Development Contributions process and updated strategy;
 - 23. Lobbying opportunities from the UK Shared Prosperity Fund, linked to the Local Enterprise Partnership (LEP) governance, strategy and funding;
 - 25. Improving our highway assets and fixing Kent's potholes;
 - 36. Charging for non-household waste materials at Household Waste Recycling Centres

Further information is provided in 2.7 of the analysis report (Appendix A).

- Milestones – The Quarter 2 Strategic Delivery Plan monitoring included additional questions on activity milestones. 48 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 13 activities which are not on track, the key emerging issues were i) capacity, ii) complexity, iii) dependencies, iv) delivery environment, and v) stakeholders / relationships. Further information on issues is provided in section 4 of the analysis report (Appendix A).
- Mitigating Actions or Escalations – Of the 13 activities which are not on track for successful delivery, 10 have identified mitigating actions or escalations. Where actions are being taken these included i) a change of approach, ii) specific actions to resolve issues, iii) national and partner engagement, and iv) adapting resource arrangements. Further information is provided in section 5 of the analysis report (Appendix A).
- Governance – Of the 79 activities 37 are expecting to report to Cabinet Committees in 2019/20. A significant number of activities also identified future reporting to the informal governance boards in 2019/20 (23 activities in Q2). However only 7 of the 23 activities have currently 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 – 11 of the 13 activities with issues do have risks recorded within risk registers. A significant number (6 of the 13 activities not on track) have risks recorded within their project / programme risk registers in Quarter 2 2019/20. CMT have agreed for Corporate Risk and Assurance to have visibility of project / programme risk registers, alongside Service / Divisional, Directorate and Corporate Risk Registers, to provide greater and earlier visibility on emerging risks and advise on mitigations. Further information is provided in section 8 of the analysis report (Appendix A).
- Future Monitoring – In future monitoring, SDP activities will not be considered 'On Track' if their revised end date or 'Go Live' date extends beyond the original SDP end date. Future monitoring will also request further information on reasons for end date changes, including if due to internal or external factors. For future reporting SPRCA will undertake deep dive reviews on specific activities with high risk to identify recommended actions. Further guidance to Lead Officers will also request that information is included in activity submissions on the specific reasons for a particular change to an end date or 'Go Live' date. Where end dates or 'Go Live' dates have changed, Corporate Risk and Assurance will engage with Lead Officers as appropriate to provide further assistance.

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. This will emphasise the importance of sufficient information provided within the 'description of progress', 'issues' and 'mitigating actions' free text boxes. 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, including the inclusion of greater financial information and further detail on priority capital activities within major large-scale capital programmes, will be addressed through the development of the Strategic Delivery Plan for 2020/21.

5. Recommendation

Recommendation:

The Policy & Resources 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.

6. Background Document

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

7. Contact details

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