Strategic Delivery Plan Monitoring – Analysis Report –

Strategic Outcome 2

Quarter 2: July – September 2019

Report version: Growth, Economic Development and Communities Cabinet Committee – 28 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 those activities that relate to Strategic Outcome 2 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 30 responses for Strategic Outcome 2 in Quarter 2 2019/20. Individual activity scorecards for Strategic Outcome 2 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) overview

100% (30) of activities submitted a response

90% (27) of activities are on track for successful delivery

7% (2) of activities require remedial action

0% (0) of activities are unlikely to be achieved

3% (1) of activities have not formally started

100% (8) of activities that are due to complete in 19/20 are on track

25% (2) of activities that are on track and are due to complete in 19/20 have reported a new end date or 'go-live' date beyond the original SDP end date.

60% (18) of activities were able to identify key milestones

100% (2) of activities not on track have identified **capacity** issues

50% (1) of activities not on track have identified **dependency** issues

50% (1) of activities not on track have identified **delivery environment** issues

50% (1) of activities not on track have identified **stakeholder/relationship** issues

50% (1) of activities not on track have identified **legal** issues

100% (2) of activities with issues have mitigating actions or escalations in place

10% (3) of activities are expecting to report to **Informal Governance Boards** (Service Commissioning Board, Infrastructure Commissioning Board, Budget Delivery Group)

47% (14) of activities are expecting to report to Cabinet Committees

50% (1) of activities not on track which are recorded in **Project/Programme risk registers**

50% (1) of activities not on track which are recorded in **Service / Divisional risk registers**

50% (1) of activities not on track which are recorded in **Directorate risk registers**

0% (0) 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. Below is a summary for each activity:

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		✓			
30. Trading Standards management of impacts from Brexit &	It requires remedial	✓				✓

| Activity	Delivery	Milestones	CMM	Corporate Board	Informal Governance	Cabinet Committee
resilience planning	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					✓

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), 30 of them related to Strategic Outcome 2. 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 2, 27 activities are on track (27 activities in Q1) 2 require remedial action (down from 3 in Q1) and 1 has not formally started.

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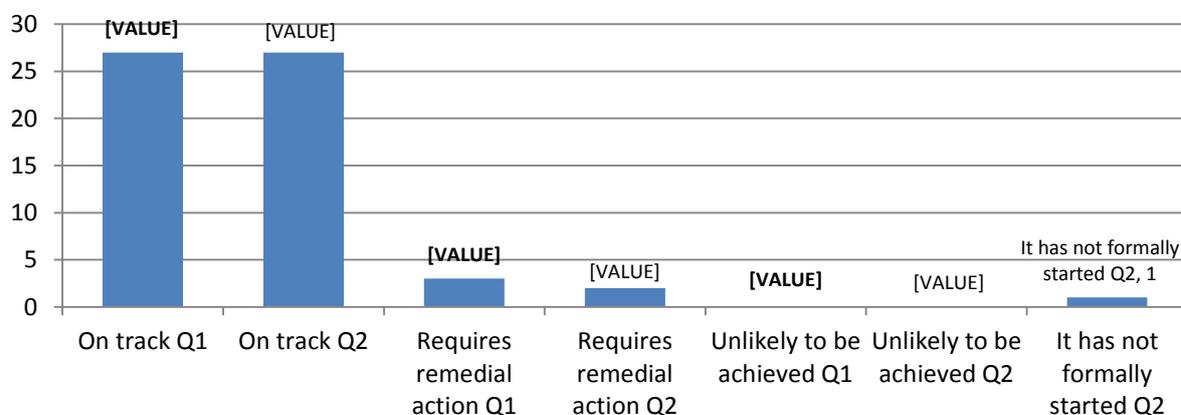
2.2   Those that are not on track for successful delivery are:

Activity	Delivery Q1	Delivery Q2	Emerging Issues	Mitigating Actions / Escalations
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	✔

2.3 Based on the end dates provided in the SDP, 8 activities are due to complete in 19/20. Of these activities all 8 are on track for successful delivery.

2.4 A number of responses in Q2 reported that their activity has completed, stopped or become business as usual. Those relating to Outcome 2 were:

Activity	Completed, Stopped or BAU	Reason for Ending SDP Activity
16. Input to Local Plans and Significant Development across Kent and nationally	✓	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	✓	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	✓	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	✓	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	✓	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.

3.   Milestones

3.1 The Quarter 2 Strategic Delivery Plan monitoring included additional questions on activity milestones. Whilst 18 of the 30 Strategic Outcome 2 activities reported key milestones which was down from 20 in Quarter 1, the level of detail included in submissions around key milestones has greatly increased.

> **Milestones**
>
> **60% (18)**   of activities were able to identify key milestones

3.2 Of the 18 activities that reported key milestones, , 8 activities were able to identify milestones for approval to proceed (down from 10 in Q1), 12 for when an EQIA initial screening would be completed (up from 9), 6 for a consultation start date (up from 4 in Q1), 11 for when a Key Decision would be taken (up from 8 in Q1) and 18 for a 'Go Live' date (up from 8 in Q1). 11 activities identified 'other' milestones (up from 9 in Quarter 1). Milestones provided included

review activities, engagement and consultation activity, presentations or reports to a wide variety of boards including directorate, Council and external, and approval milestones.


Milestones

Milestone	Blue	Red
Approval for activity to proceed	10	8
EQIA initial screening completed	9	12
Consultation start date	4	6
Key Decision taken	8	11
Go Live date	8	18
Other	9	11
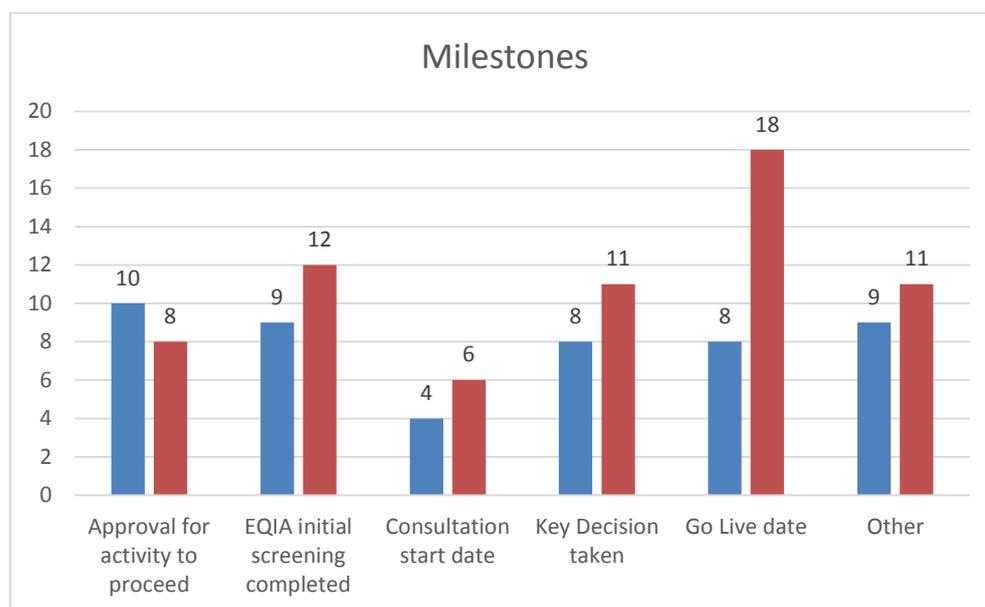
3.3 In future, activities will be monitored against the milestones they have provided and trend information over time will be reported via the quarterly report to Corporate Management Team and Corporate Board.

3.4 5 Strategic Outcome 2 activities in Quarter 2 have revised their end dates or 'Go Live' dates beyond their original SDP end date. All of which, apart from no.21 Developing the Kent and Medway Enterprise and Productivity Strategy, are reporting as 'On Track' These were:

Activity	Status	Original SDP End Date	New End Date	New 'Go Live' date
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	01/12/2019	
33. Development of the Minerals and Waste Local Plan	Yes, it is on track	01/01/2020		12/12/2018

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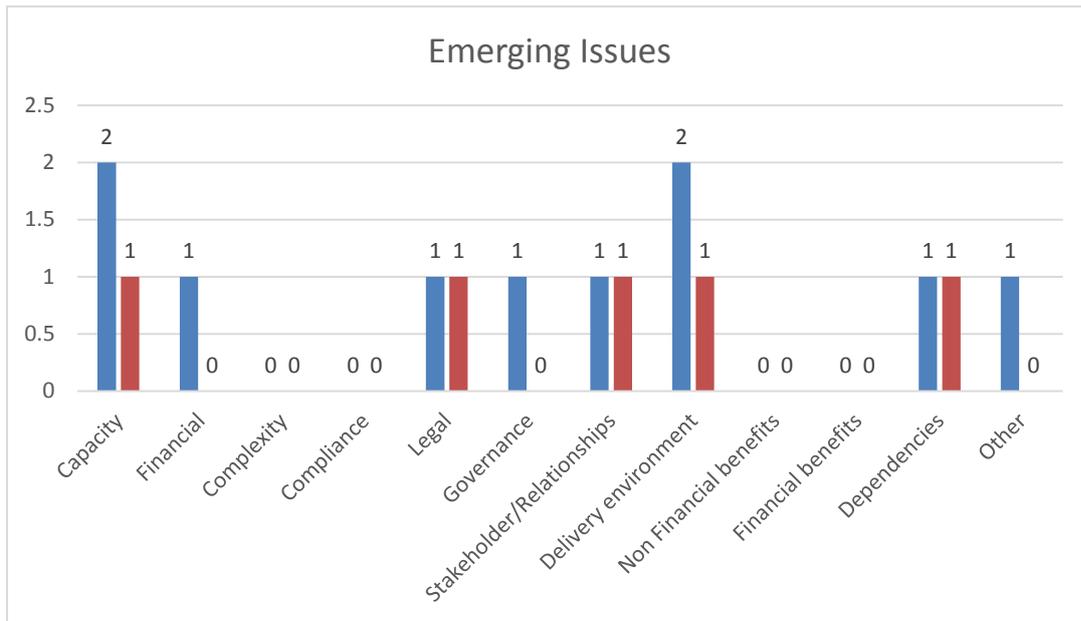
4.2 Of the 2 activities which are not on track ('requires remedial action'), all were able to identify the contributing factors against DECA themes. The table above shows the identified issues for Quarter 1 (blue) and Quarter 2 (red).

4.3 Key Emerging Issues:

4.3.1   **Capacity –**Capacity issues were identified for both no. 21 Developing the Kent and Medway Enterprise and Productivity Strategy and no. 30 Trading Standards management of impacts from Brexit & resilience planning

4.3.2   **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 Of the 2 activities which identified issues, 1 activity identified 1 issue, and 1 activity identified 4 issues.

5.   Mitigating Actions or Escalations

5.1 Both activities which are not on track for successful delivery have identified mitigating actions or escalations.

5.2 Key themes from mitigating actions or escalations:

5.2.1   **National and Partner Engagement** –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.

5.2.2   **Resource arrangements** – Activity no. 21 Developing the Kent and Medway Enterprise and Productivity Strategy is considering resource options.

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 30 Strategic Outcome 2 activities in the Strategic Delivery Plan, 5 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)**
>
> **5**   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). 11 responses indicated that they expected to report to Cabinet Members Meeting (down from 12 in Q1), 14 to Cabinet Committees (down from 15 in Q1) and 3 to an informal governance board (down from 7 in Q1). 7 activities are not expecting to report to any of the boards in 19/20 (up from 3 in Q1).

> **Governance (Expected reporting in 19/20)**
>
> **11**   activities expected to report to Cabinet Members Meeting.
>
> **14**   activities expected to report to Cabinet Committees.
>
> **3**   activities expected to report to Informal Governance Boards.

6.3 Of those 3 activities which expect to report to an informal governance board in 19/20, 2 (66%) 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 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.pd

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. Both of the Strategic Outcome 2 activities with issues do have risks recorded within project / programme, service / divisional, directorate or corporate risk registers.

Risk Registers

8.2 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.
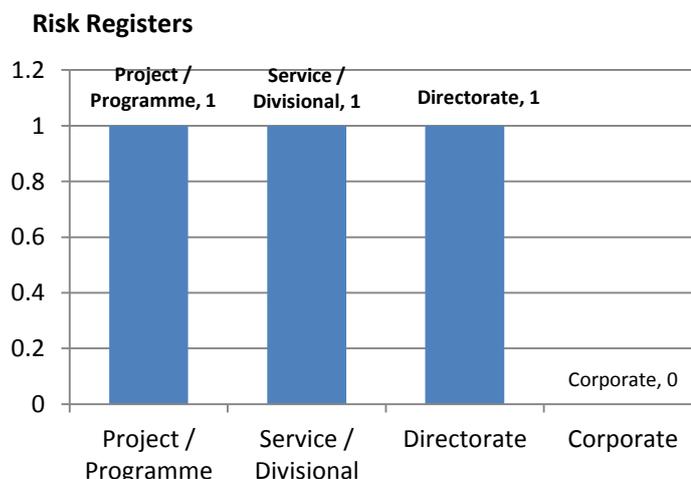
9.   Activity Scorecards

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.