

Briefing note for leadership team

The principles of managing our delivery plan



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1. Introduction

Leadership team requested we agree principles about how we manage the upkeep of our delivery plan.

This paper outlines how we intend to present progress against the plan, update it, add and delete projects, and amend deadlines for milestones. It also outlines the dates for preparing progress reports and how they interact with the quarterly money matters reports.

The first progress report on the delivery plan was considered by cabinet in June and well received. The plan has also been well received internally.

The current delivery plan covers the existing strategic plan (i.e. until May 2020) and will be refreshed when the new strategic plan is adopted. In particular, future delivery plan projects will be more carefully articulated and will be more outcome focussed. This will enable teams to adopt the most appropriate mode of delivery, as appropriate at the time/in light of limitations, external factors and risks, without requiring a rewrite of the delivery plan.

2. The delivery plan

The delivery plan comprises four sections that reflect the four ambitions of the strategic plan. It then describes the strategic plan commitments, followed by key projects that are devised to deliver the commitments, the original and revised due dates, an assessment/description of each project's progress status and the lead member of Leadership Team. It is intended that the Lead cabinet member for each action is also added in future iterations.

3. Reporting performance

We intend to formally report performance four times a year. Of course, the Delivery Plan is managed in Pentana so there will always be a current version available.

September

What type of report?	Performance highlights and Cabinet-approved project due date changes only.
Who does it go to?	Briefing note to Members and to Leadership Team
Where else does the data go?	Performance highlights and proposed project due date changes are reflected in the Money Matters report considered by Cabinet in September.
When do we compile it?	Update requests issued in mid-July to project leads, so a report can be taken to Leadership team in early/mid-August and to inform Money Matters report.

December – half year update

What type of report?	We report performance against all targets – including ongoing updates, performance highlights and due date changes – the half year position.
Who does it go to?	It goes as report to Cabinet with a briefing note to all Members including the Strategic (Overview and Scrutiny) Committee & the O&S Coordinating Group.
When do we compile it?	Update requests issued in mid-October, so a report can be taken to Leadership team in early.

February

What type of report?	Performance highlights and Cabinet-approved project due date changes only.
Who does it go to?	Briefing note to Members and to Leadership Team
Where else does the data go?	Performance highlights and proposed project due date changes are reflected in the Money Matters report considered by Cabinet in February.
When do we compile it?	Update requests issued in mid-December to project leads, so a report can be taken to Leadership team in early/mid-January and to inform Money Matters report.

June – full year update

What type of report?	We report performance against all targets – including ongoing updates, performance highlights and due date changes – the full year position.
Who does it go to?	It goes as report to Cabinet and to all Members including Strategic (Overview and Scrutiny) Committee & the O&S Coordinating Group as a briefing note. The content will also be reflected in our statement of accounts.
When do we compile it?	Update requests issued in mid-April, so a report can be taken to Leadership team in early May.

4. Updating the delivery plan

The projects identified in the delivery plan are fixed and will remain on the plan until they are reported as being completed, or approval is granted to remove them.

Original due dates are also fixed.

Revised due dates can be added to ensure that deadlines can be altered to reflect actual progress.

Progress measures and description of progress is for the project leads together with their heads of service to present.

But we need some principles to govern our approach in making changes to the delivery plan.

The table overleaf, and **Appendix A**, describe the principles we will adopt in relation to updating the delivery plan.

Changes to the delivery plan	Either	Or
Adding a new project A new project must contribute significantly to a strategic plan commitment, be defined clearly and be capable of its progress being measured. A new project might be the start of the next phase of a project, when an existing commitment has ended.	Approved by cabinet in project specific cabinet report. Description to be provided in the report in the 'impact on strategic plan' section. Leadership team to consider report as part of normal cabinet report review process.	Approved by cabinet in money matters or delivery plan update report. Leadership team to consider report as part of normal cabinet report review process.
Ending and deleting a project A project might be ended early for a variety of reasons. The reasons for ending the project will be published in the next iteration of the delivery plan and then deleted.	Approved by Cabinet in related-project specific Cabinet report. Description to be provided in the report at Impact on Strategic Plan. Leadership team to consider report as part of normal cabinet report review process.	Approved by cabinet in money matters or delivery plan update report. Leadership team to consider report as part of normal cabinet report review process.
Changes to original due date	Hheads of service to discuss proposed changes with relevant cabinet member before proposal to leadership team. Approved by cabinet in related-project specific cabinet report. Description to be provided in the report in the 'impact on strategic plan' section. Leadership team to consider report as part of normal cabinet report review process.	Hheads of service to discuss proposed changes with relevant cabinet member before proposal to leadership team. Leadership team to consider report as part of normal cabinet report review process. Hheads of service to discuss proposed changes with relevant cabinet member before proposal to leadership team.
Latest position	Project lead to complete latest position. Text must be relevant, accurate, comply with agreed council policy, meaningful and reflect overall performance – not just what's happened over previous quarter. Hheads of service/directors to review and edit text to ensure that it is publishable.	
Status icon/progress bar	This alters automatically depending on the progress entered into Pentana.	This alters automatically depending on the progress entered into Pentana.

5. Input required from Leadership team

Endorsement of the approach.

6. Proposed next steps

To ensure that we observe the principles described above.

Appendix A How we update our delivery plan

Our delivery plan sets out how we are delivering the ambitions set out in our strategic plan. This document outlines how we update various elements of the delivery plan and the approvals sought for each update.

The **key projects** are established as a response to the strategic plan at the start of the plan period. The ambition is that the projects should focus on the outcomes the council wants to achieve, so as to enable different approaches to delivery if the circumstances require a change in direction.

Any changes/removals or additions of key project needs to be agreed by leadership team and the responsible cabinet member, and incorporated in a separate report to cabinet, which requests a change to the delivery plan. Changes will be made post approval of the report at cabinet.

The **original due date** cannot be changed.

Heads of service/service managers can request a **revised due date** with the agreement of their responsible cabinet member.

These can either be incorporated for approve within a cabinet on a project (that will naturally go via leadership), or a request to change can be incorporated in the quarterly performance reporting cycle, which is approved by leadership team and cabinet in line with the money matters report

The **latest position** updates are provided on an ongoing basis by heads of service and service managers. Heads of service are responsible for the latest updates.

The **strategic plan commitments** directly reflect the published plan. Any change to this would be exceptional and would be led and approved by cabinet and full council as a specific report that requests a change to the council's strategic direction/ambitions.

Lichfield district council
www.lichfielddc.gov.uk

Delivery plan performance update 2018-2019

Our delivery plan sets out how we are delivering the ambitions set out in our [strategic plan 2016 - 2020](#). This report reflects our performance against our plan on 31 April 2019. We formally report performance against our delivery plan four times a year - quarterly highlights and exceptions are incorporated in our money matters updates to cabinet in September and February (visit www.lichfielddc.gov.uk/cabinet/). A half-year update will be published on 3 December 2019 and a full year update will be published on 2 June 2020.

Vibrant and prosperous economy

Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date*	Status icon	Progress bar of action	Latest position	Responsible HoS
Promoting Lichfield District as a good place to invest through the roll out of the local plan.	VPE 002(a)	Deliver outstanding commercial allocated sites and S106/CIL agreements, including Liberty Park, Wall Island, Cricket Lane and further sites at Fradley.	31-Mar-2020	/		<div><div></div></div> 75%	The S106 agreements for Liberty Park and land off Wellington Crescent, Fradley are complete allowing planning permissions to be issued in November 2018. All planning permissions (S106 signed) and reserved matters approvals are now in place for Wall Island and negotiations are still ongoing regarding the current Cricket Lane application.	Development Services
Ensuring our district is 'open for business' by welcoming and nurturing new enterprises to start up and success in our key business centres and rural areas.	VPE 002(a)	Deliver an inward investment prospectus, promote this and use as the basis for discussions with development industry and other partners to attract new investment into our centres, on allocated housing and employment sites and suitable windfall opportunities.	31-Mar-2019	/		<div><div></div></div> 100%	The investment prospectus was launched in July 2018 and also shared with strategic partners, such as the Chamber of Commerce, Federation of Small Businesses, Growth Hubs across both LEP areas, and to developers who are active within the district. An updated copy will be published digitally with updated key information as information changes.	Economic Growth Service
	VPE 002(b)	Work with Make it in Stoke and Staffs and the GBSLEP Investment Company and to attract new investment opportunities into the District.	31-Mar-2020	/		<div><div></div></div> 68%	Between August 2017 and March 2019, 80 premises enquiries were received: 35 industrial, 26 office, 14 retail, one barn, one general, one community centre and one workshop enquiry. Twelve land enquiries have been received from businesses looking to build their own premises. Make it Stoke and Staffs received 74 enquiries, from July 2018 to March 2019, relating to businesses looking to relocate within Lichfield District or the surrounding area.	Economic Growth Service

* Revised due date. If shown in red with a *, this has been revised during this reporting cycle. If shown in black with no *, this was revised in a previous reporting cycle.

Action Status	
	Behind target
	Behind target due to external factors. New due date agreed.
	Slightly behind target
	On target
	Completed
	Not started

Delivery plan reporting cycle

Exceptions & highlights reports

Requests for revised due dates and successes are reported to cabinet in the money matters report in:

- September
- February

Full performance report

This will include an update on all projects (see central document for example) as well as an overview document that includes requests for revised due dates and successes. These are reported to cabinet in:

- December – half year position
- June – full year position

All reports are also sent to strategic O&S as a briefing note and used by the O&S coordinating group to shape their work programme/areas of focus.