

From: **Mark Dance, Cabinet Member for Economic Development  
David Brazier, Cabinet Member for Environment &  
Transport  
Mike Hill, Cabinet Member for Community Services**

**Mike Austerberry, Corporate Director of Growth,  
Environment and Transport**

To: **Growth, Economic Development and Communities  
Cabinet Committee, 15 April 2014**

Subject: **Draft 2014-15 Growth, Environment and Transport  
Directorate Business Plan (Strategic Priority Statement)**

Classification: **Unrestricted**

**Past Pathway of Paper:** None

**Future Pathway of Paper:**

For approval by Cabinet Members and Corporate Director

**Electoral Division:** All

**Summary:** This paper presents the draft Strategic Priority Statement for the Growth, Environment and Transport directorate which is the directorate level business plan for 2014-15. The paper recaps the new business planning approach for 2014-15 and explains the role and aim of the new directorate business plans, known as Strategic Priority Statements. It then sets out the sections of the draft Strategic Priority Statement for Growth, Environment and Transport and the next steps in getting it approved.

**Recommendation:** The Cabinet Committee is asked to consider and comment on the draft 2014-15 Directorate business plan (Strategic Priority Statement) for the Growth, Environment and Transport directorate, in advance of the final version being approved by the relevant Cabinet Members and Corporate Director.

## **1. Introduction**

- 1.1 Directorate business plans are being introduced through the new business planning process for 2014-15, which was approved last year. One business plan is being produced for each of the four directorates in the new organisational structure and they will be known as Strategic Priority Statements. These replace the divisional business plans that were produced last year.
- 1.2 The new Directorate business plans are designed to provide light touch summaries of the key priorities for each directorate, along with high level resourcing, risk and performance management information.

- 1.3 This paper presents the draft directorate business plan 2014-15 for the Growth, Environment and Transport directorate, for consideration and comment by the Cabinet Committee.
- 1.4 Directorate business plans will be approved by Cabinet Members and the Corporate Director. They will then be published online.

## **2. Financial Implications**

- 2.1 Facing the Challenge sets out the ambitious pace and scale of transformation that we need to deliver over the coming years. It is recognised that the authority needs to focus its limited resources on activity that supports transformation and the continued delivery of services.
- 2.2 The development of directorate business plans supports this by streamlining the business planning process, freeing up officer capacity. The directorate business plans will provide concise and succinct statements of our top strategic priorities, helping to provide clarity on this.

## **3. Bold Steps for Kent and Policy Framework**

- 3.1 The priorities set out in the draft Growth, Environment and Transport directorate business plan build on the achievement of many of the priorities that were set out in Bold Steps for Kent.
- 3.2 In the context of Facing the Challenge, the directorate business plan looks beyond Bold Steps to identify priorities for the directorate in terms of service delivery and transformation to meet the future challenges.

## **4. Draft directorate business plan for Growth, Environment and Transport directorate**

- 4.1 The new approach to business planning for 2014-15, including the development of Directorate business plans (Strategic Priority Statements) was approved by the Policy & Resources Cabinet Committee in September 2013. The aim was to introduce a less burdensome and more proportionate approach to business planning, reducing the number of individual member-approved business plans from 25 divisional plans to four high-level directorate business plans. It was agreed that business plans will no longer be used to provide delegated authority for officers, as this had tended to be confusing and is unnecessary with the Officer Scheme of Delegations in place. This means that the approval of directorate business plans no longer needs to be a Key Decision.
- 4.2 The Strategic Priority Statements provide a simple reference guide to the services that make up the new directorates, how each directorate is contributing to the Facing the Challenge agenda and set out the top level, collective directorate priorities for 2014-15.

4.3 The draft directorate business plan for the Growth, Environment and Transport directorate comprises of the following sections:

- Corporate Director's foreword
- Who we are, what we do – providing a summary of the role and purpose of the four divisions in the directorate and the key service delivery priorities for the coming year
- Cross-cutting strategic priorities – setting out five strategic themes for the directorate that are relevant to all of the services provided by the directorate. The strategic themes reflect the current context, both in terms of KCC's Facing the Challenge transformation agenda and the wider economic challenges that the county is facing, and this section explains how the directorate will make a contribution to addressing these challenges
- Directorate resources – providing a summary of the financial and staff resources of the directorate
- Workforce development priorities
- Key Directorate Risks
- Performance Indicators and Activity Indicators
- The directorate business plan is also illustrated with fact boxes and case studies to assist officers and members to understand the scale and diversity of the services delivered

4.4 The directorate business plan brings together information for the divisions that constitute the new Growth, Environment and Transport directorate. The five shared strategic themes set out in the directorate business plan demonstrate how the new directorate will work together collectively to deliver a diverse range of services more efficiently and effectively for the people of Kent.

4.5 The directorate business plan includes a section on workforce development. The directorate has identified a number of priorities for the year which will support staff to achieve the directorate's strategic priorities. The priorities are drawn from KCC's Workforce and Organisation Development Plan and Growth, Environment and Transport's Organisational Development Group Action Plan, both of which provide more detail. Workforce development is supported by four organisation-wide staff development frameworks managed by HR.

4.6 Each directorate business plan includes a section on performance, listing the Key Performance Indicators (KPIs) and Activity Indicators that will be used to monitor and report on the directorate's performance over the year. Core KPIs and Activity Indicators are included in the Quarterly Performance Report to Cabinet and the Performance Dashboards are presented to Cabinet Committees. The next set of Dashboards will be presented to Cabinet Committees for consideration in the summer round of meetings.

4.7 Each directorate business plan also includes a section on the key directorate risks, which are set out in more detail in the Directorate Risk Register. Directorate Risk Registers are being refreshed in spring 2014 and will be brought to Cabinet Committees for consideration in the summer round of meetings.

## 5. Next steps

- 5.1 Following any final amendments, including in response to comments made by members of the Cabinet Committee, the final directorate business plan for Growth, Environment and Transport will be approved by the Corporate Director and relevant Cabinet Members. All four directorate business plans will then be collectively agreed by all Cabinet Members.
- 5.2 The new business planning process does not remove the need for business planning below the Directorate level. It is a management responsibility to ensure that business plans are still produced at divisional and/or business unit level by Directors and Heads of Service in order to run their area of the business effectively. These business plans will not need to comply with a corporate template or be approved corporately, allowing Directors, Heads of Service and managers the flexibility to use business planning tools and practices that best meet their requirements. Although these lower level business plans will not be approved by Members, they will be available to view and download in a dedicated area of KNet that will be published once the Directorate business plans have received final collective sign-off.

## 6. Conclusions

- 6.1 The draft directorate business plan for 2014-15 for the Growth, Environment and Transport directorate provides a simple reference guide to the services that make up the new directorate, how the directorate is contributing to the Facing the Challenge agenda and other challenges, and the top level directorate priorities for 2014/15.

## 7. Recommendation(s)

**Recommendation:** The Cabinet Committee is asked to consider and comment on the draft 2014-15 Directorate business plan (Strategic Priority Statement) for the Growth, Environment and Transport directorate, in advance of the final version being approved by the relevant Cabinet Members and Corporate Director.

## 8. Background Documents

- 8.1 Paper to Policy & Resources Cabinet Committee 25 September 2013 on the business planning process for 2014-15.

<https://democracy.kent.gov.uk/documents/s42383/Item%20D1%20%20Business%20Planning%202014%2015%20%20Corporate%20Board%20-%20FINAL.pdf>

## **9. Contact details**

Report Author:

- David Whittle, Head of Policy & Strategic Relationships
- 01622 696345
- david.whittle@kent.gov.uk

Relevant Director:

- Mike Austerberry, Corporate Director, Growth, Environment and Transport
- 01622 694130
- mike.austerberry@kent.gov.uk