

From: Paul Carter, Leader of the Council
Mark Dance, Cabinet Member for Economic Development
Mike Hill, Cabinet Member for Community Services

Barbara Cooper, Growth, Environment & Transport

To: Growth, Economic Development and Communities
Cabinet Committee, 14th April 2015

Subject: Growth, Environment & Transport Directorate Business
Plan (2015-16)

Classification: Unrestricted

Summary: This report outlines the draft Growth, Environment & Transport Directorate Business Plan (2015-16) for consideration and comment, prior to publication online in May 2015.

Recommendations:

The Cabinet Committee is asked to:

- (1) **Consider and comment** on the draft Growth, Environment & Transport Directorate Business Plan (2015-16).
- (2) **Note** the final Directorate Business Plan will be published online in May 2015.

1. Introduction

- 1.1 The Strategy, Policy, Relationships & Corporate Assurance division is responsible for coordinating the annual business planning process. In December 2014, the Policy & Resources Cabinet Committee agreed the business planning approach for 2015-16, which focuses on developing Directorate Business Plans.
- 1.2 Directorate Business Plans play an important part in reflecting how each directorate will support the achievement of the County Council's new five year Strategic Statement "*Increasing Opportunities, Improving Outcomes*".
- 1.3 Cabinet Members, Corporate Directors and Directorate Management teams have taken strong ownership of the development of draft Directorate Business Plans, with appropriate support from the policy team.
- 1.4 The Growth, Economic Development and Communities Cabinet Committee is asked to consider and comment on the draft Growth, Environment & Transport Directorate Business Plan set out in **Appendix 1**. This feedback will be used to help shape and inform the final version of the Directorate Business Plan, which will be published online in May 2015.

2. Business Planning Process 2015-16

- 2.1 The focus on Directorate Business Plans has freed up capacity and allowed the organisation to focus on creating more strategic business plans which reflect the County Council's new Strategic Statement "*Increasing Opportunities, Improving Outcomes*" and set the context for transformational change in each directorate as a result of the 'Facing the Challenge' programme.
- 2.2 Below directorate level, there is no prescriptive corporate approach for business planning, which gives services the freedom to design business plans in a way which best suits the needs of their business. However, all business plans and individual action plans should have a 'golden thread' to the Strategic Statement, and reflect how each part of the organisation is contributing to improving outcomes.
- 2.3 Kent County Council is moving towards becoming a strategic commissioning authority, and the business plans increasingly need to reflect this change. To support this, the Policy & Resources Cabinet Committee agreed a series of additional information to be included in the 2015-16 plans.
- 2.4 This was designed to encourage the organisation to become more forward looking (beyond the annual business planning cycle), and to support the Commissioning Advisory Board and Cabinet Committees to inform their agenda setting and pre-scrutiny role, by highlighting major forthcoming expected activity they may wish to explore in more detail.
- 2.5 The additional information includes:
 - **a directorate commitment on social value** – a priority identified by members in KCC's '*Commissioning Framework*'
 - **which services in the directorate are delivered internally (in-house) or externally** (commissioned services over £1m, including details of the external provider, contract length and contract value)
 - **major expected forthcoming activity** (service redesign and commissioning activity over £1m that requires a key decision, as far as can be anticipated over the next three years).
 - **identification of where any Directorate is putting in place a Service Level Agreement (SLA) with new KCC delivery vehicles such as a Local Authority Trading Company** (which will have their own business planning process appropriate to the needs of the business, as is currently the case with Commercial Services).

3. Growth, Environment & Transport Directorate Business Plan

- 3.1 The draft Growth, Environment & Transport Directorate Business Plan is set out in **Appendix 1**.

- 3.2 To ensure the business plan remains relevant and keeps pace with the level of change in the organisation, we will consider whether we need to update the content to reflect major service transformation decisions, once they are approved.
- 3.3 We welcome the opportunity for the Cabinet Committee to consider and comment on the draft content, and wherever possible we will reflect this feedback in the final version of the document.

4. Next Steps

- 4.1 The draft business plan will be updated and all four Directorate Business Plans will be shared at Cabinet Members Meeting in May 2015, prior to being published online on Kent.gov.
- 4.2 As with last year's process, divisional and service business plans will be made accessible to elected members and staff in a single area of KNet. This allows sharing of good practice and provides members with the opportunity to see the detail of service delivery in areas of particular interest.
- 4.3 The Strategy, Policy, Relationships & Corporate Assurance division will then review the effectiveness of this year's business planning approach, in order to make iterative improvements for next year's process.

5. Recommendations

5.1 The Cabinet Committee is asked to:

(1) **Consider and comment** on the draft Growth, Environment & Transport Directorate Business Plan (2015-16).

(2) **Note** the final Directorate Business Plan will be published online in May 2015.

Appendices:

Appendix 1: Draft Growth, Environment & Transport Directorate Business Plan (2015-16)

Background Documents: None

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