

From: Matthew Balfour, Cabinet Member for Environment and Transport
Mike Hill, Cabinet Member for Community Services

Barbara Cooper, Growth, Environment & Transport

To: Environment and Transport Cabinet Committee,
13th March 2017

Subject: Growth, Environment & Transport Directorate Business Plan 2017-18

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Summary: This report outlines the draft Growth, Environment and Transport Directorate Business Plan (2017-18) for consideration and comment, prior to publication online in April 2017.

Recommendation(s):

The Cabinet Committee is asked to:

- (1) Consider and comment on the final draft Growth, Environment and Transport Directorate Business Plan (2017-18)
- (2) Note that the final Directorate Business Plan will be published online in April 2017

1. Introduction

- 1.1 The Strategy, Policy, Relationships & Corporate Assurance division is responsible for coordinating the annual business planning process. In December 2016, the Policy & Resources Cabinet Committee agreed the business planning approach for 2017-18.
- 1.2 Directorate Business Plans play an important part in reflecting how each directorate will support the achievement of the County Council's 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 business planning process has evolved over the past few years to support the organisation in its move to becoming a strategic commissioning authority, and as part of this, takes a rolling three year approach to its priority setting and commissioning activity. This year's

process also takes into account the business planning priorities set by Cabinet Members and the County Council in the Strategic Statement Annual Report and the findings of the Internal Audit of the 2016-17 business planning process.

2. Growth, Environment & Transport Directorate Business Plan

2.1 The draft Growth, Environment & Transport Directorate Business Plan is set out in **Appendix 1**. This provides the Cabinet Committee with the opportunity to comment before final approval by Cabinet Members.

2.3 New features in this year's business plan include:

- A section describing the directorate's role and structure
- A section detailing progress made against the directorate's 2016-17 priorities
- A section setting out the operating environment that will impact the directorate over the next three years, to provide context for its priority setting.
- A focus on the directorate, rather than divisional priorities for 17-18; the divisional-level priorities will be set out in divisional business plans where further operational detail is provided.
- Simplified information for commissioning activity and how services are delivered, with the expectation that further detail on external contracts can be found in KCC's contract register.
- A section setting out how the business plan will be monitored and reviewed.

2.4 Building on last year's progress, the Growth, Environment and Transport directorate has identified the following priorities for 2017-18:

- 1) Further develop and refine GET's approach to commissioning services
- 2) Deliver and embed our Customer Service Programme
- 3) Explore and develop multi-agency approaches to improve delivery of GET's services
- 4) Develop and deliver GET's county-wide strategies
- 5) Develop GET's offer of a preventative model to supporting the health and wellbeing of Kent's residents and related outcomes across KCC and our partners
- 6) Strengthen the county's resilience
- 7) Plan and deliver appropriate growth in the county and in doing so, explore and utilise smart technology to support delivery of better outcomes.

2.5 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.

3. Next Steps

- 3.1 The final version will be approved by the Corporate Director for Growth, Environment and Transport and Cabinet Members for Environment & Transport, Economic Development and Community Services. It will then be published online on Kent.gov.uk in April 2017.
- 3.2 As with previous years, divisional and service business plans will be made accessible to elected members and staff in a single area of KNet from May 2017. This allows sharing of good practice and provides members with the opportunity to see the detail of service delivery in areas of particular interest.
- 3.3 The Strategy, Policy, Relationships & Corporate Assurance division will then review the effectiveness of this year's business planning approach during summer 2017, in order to make iterative improvements for next year's process.

4. Recommendations

4.1 The Cabinet Committee is asked to:

(1) **Consider and comment** on the final draft Growth, Environment & Transport Directorate Business Plan (2017-18).

(2) **Note** the final Directorate Business Plan will be published online in April 2017.

Appendices:

Appendix 1: Draft Growth, Environment & Transport Directorate Business Plan (2017-18)

Background Document:

'Business planning 2016-17 and 2017-18', P&R Cabinet Committee, 2nd December 2016

<https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=750&MId=6213>

Report Author:	Relevant Director:
Karla Phillips	David Whittle
Strategic Business Adviser for GET	Director Strategy, Policy,
03000 410315	Relationships and Corporate
karla.phillips@kent.gov.uk	Assurance
	03000 416833
	david.whittle@kent.gov.uk