

**From:** Mark Dance, Cabinet Member for Economic Development  
Mike Hill, Cabinet Member for Community and Regulatory Services  
Barbara Cooper, Corporate Director for Growth, Environment and Transport

**To:** Growth, Economic Development and Communities Cabinet Committee - 7 March 2018

**Subject:** Growth, Environment and Transport Directorate Business Plan 2018-19

**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 (2018-19) for consideration and comment, prior to publication online in April 2018.

**Recommendation(s):**

The Cabinet Committee is asked to:

- (1) Consider and comment on the final draft Growth, Environment and Transport Directorate Business Plan (2018-19)
- (2) Note that the final Directorate Business Plan will be published online in April 2018

## 1. Introduction

- 1.1 The Strategy, Policy, Relationships and Corporate Assurance division is responsible for coordinating the annual business planning process. the business planning approach for 2018-19 was agreed by Cabinet Members in December 2017.
- 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 follows on from that for 2017-18 and so continues to take into account the the findings of the Internal Audit of the 2016-17 business planning process.

## **2. Growth, Environment and Transport Directorate Business Plan**

2.1 The draft Growth, Environment and 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 The features in this year's plan follow the format of the previous year, and include sections that set out:

- the directorate's role and structure
- progress made against the directorate's 2017-18 priorities
- 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 18-19; the divisional-level priorities will be set out in divisional business plans where further operational detail is provided.
- a new table that sets out the directorate's major service activity for the coming year
- information on major commissioning activity for the next three years and which services are delivered internally or externally, with the expectation that further detail on external contracts can be found in KCC's contract register.
- the directorate's Key Performance Indicators set against performance from 2017-18
- 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 2018-19:

- 1) Be ambitious, innovative and brave in our role as the custodians of 'place', ensuring that Kent is home to appropriate, well designed housing, infrastructure and economic growth
- 2) Develop and deliver GET's county-wide strategies
- 3) Strengthen the County's resilience
- 4) Further develop GET's commissioning, procurement and contract management knowledge, skills and expertise
- 5) Drive forward our directorate-wide customer service priorities, ensuring that we continually review performance and use customer insight to shape future priorities
- 6) Work both across KCC and with our partners to deliver shared outcomes and ensure best use of our combined assets for the benefit of local communities
- 7) Explore smart technology and use innovation to drive GET's deliver 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 This draft of the business plan will also be considered by the Environment and Transport Cabinet Committee on the 20<sup>th</sup> March. The final version will then be approved by the Corporate Director for Growth, Environment and Transport and Cabinet Members for Community & Regulatory Services, Economic Development, and Planning, Highways, Transport & Waste. It will then be published online on Kent.gov.uk in April 2018.

3.2 As with previous years, divisional and service business plans will be made available to elected members and staff in a single area of KNet from May 2018. 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 and Corporate Assurance division will then review the effectiveness of this year's business planning approach during summer 2018, 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 and Transport Directorate Business Plan (2018-19).

(2) **Note** that the final Directorate Business Plan will be published online in April 2018.

#### Appendices:

Appendix 1: Draft Growth, Environment and Transport Directorate Business Plan (2018-19)

<b>Report Author:</b>	<b>Relevant Director:</b>
Karla Phillips	David Whittle
Strategic Business Adviser for GET	Director of Strategy, Policy,
Strategy, Policy, Relationships and	Relationships and Corporate
Corporate Assurance	Assurance
03000 410315	03000 416833
<a href="mailto:karla.phillips@kent.gov.uk">karla.phillips@kent.gov.uk</a>	<a href="mailto:david.whittle@kent.gov.uk">david.whittle@kent.gov.uk</a>