**Service Plan Guidance**

**2017-2022**



**Corporate Performance Team, Corporate Resources Service**

**Updated December 2017**

**Revised March 2018**

**Revised March 2019**

**GENERAL**

**Service Plans must be submitted to relevant Service Committee in the Spring (1st cycle in the financial year).** The plan should cover the relevant financial year. It is essential that lead officers for Service planning liaise with their Service performance and Performance and Risk Management System (PRMS) lead(s). The actions, measures, and commitments outlined in the plan should be monitored through the PRMS system.

In a change to previous iterations, Service Plans should develop a greater emphasis on operational delivery priorities and measurement. This will ensure the Plans become much more valuable management tools. Corporate priorities, such as commitments in the Council’s programme, should now be signposted to and not focused on as in previous versions.

It is important that all plans use Arial 12 pt font.

Service Plans should also use the standard Highland Council Document template available in Microsoft Word.



Once the plan has committee approval and prior to online publishing, the plan will be required to meet the standards for Gaelic language format/ content ([Guidance](http://www.highland.gov.uk/staffsite/info/53/corporate_communications/85/corporate_stationery_guidelines)). Services may elect to meet these standards in the document submitted to committee.

The Service Plan should follow the structure outlined below. This document provides guidance for how to complete these sections.

**Foreword**

1. **SERVICE BACKGROUND** 
   1. Purpose of the plan
   2. Service structure and main functions
   3. Resources
2. **PERFORMANCE**
   1. Performance analysis
   2. Service Transformation
   3. Inspections/ Audits
   4. Workforce planning
3. **SERVICE RISKS**
   1. Service risks
4. **PRIORITIES**
   1. Corporate priorities
   2. Service priorities
   3. Partnership
5. **LINKS TO STRATEGIES AND PLANS**

**Foreword**

A foreword by the Service Director should be at the start of the plan and should run to no more than one page. This section could include a focus on achievements in the previous year, and headline priorities for the Service going forwards.

1. **SERVICE BACKGROUND**

This section will include concise narrative covering the following areas:

* 1. Purpose of the plan
  2. Service structure and main functions
  3. Resources (revenue, capital, FTEs)

The purpose of this section is to introduce provide contextual information on the Service. The headings under section 1 should be used in the following manner.

**1a Purpose**

The following standard paragraphs should be dropped into this section of the Service Plan:

*“This Service Plan is a strategic document which details the actions required for the delivery and improvement of the statutory and core functions of the Service and corporate governance priorities. This includes the work of the Service to support the delivery of Council priorities contained within a 5 year programme* [*Local voices, Highland choices*](https://www.highland.gov.uk/downloads/file/4611/programme_of_the_highland_council)*.*

*It presents an overview of the Service’s aims, objectives and resources, how the Service intends to contribute to corporate objectives, and partnership working. It outlines current Service issues and priorities, and the main risk factors identified in relation to these matters.*

*The plan is an active document and will be subject to update and review on an annual basis with a report to the relevant strategic committee for consideration. Review will take into account internal and external influences and actions arising from monitoring activity throughout the year. In addition the plan will be monitored on a quarterly basis through the Chief Executive’s Quarterly Performance Review of the Service with the Service Director and senior managers.”*

[Insert paragraph on Service successes in the previous financial year]

*“This plan will assist anyone who wants an overview of the Service’s aims, objectives and resources, and how the Service contributes to the Programme of the Highland Council and partnership working. The plan will be useful to a range of stakeholders including: the public; partners; other Council Services; Elected Members; and staff.”*

**1b Service Structure and main functions**

This requires to be laid out as per the template contained in **Appendix 2**.  This allows an at a glance view of the key service functions and associated resources.

**1c Resources**

The template provided at **Appendix 3** should be used to provide budget information.

1. **PERFORMANCE**

This section should include concise narrative and present relevant data covering the following areas: a) Performance Analysis; b) Service Transformation; c) Inspections/ Audits; and d) Workforce Planning

The headings under section 2 should be used in the manner detailed below.

**2a Performance analysis**

In this section of the report, a focus should be given to presenting and analysing performance indicators which the service are **actively focused on improving**. Please note, this should therefore not be a complete list of the performance indicators relevant to the Service. This should be done **thematically**, and each team in the service should consider:

* Statutory performance indicators (Either set nationally or locally)
* Key performance indicators – as identified in the corporate plan
* Customer satisfaction – e.g. from survey data (e.g. Annual Performance Survey) or from complaints data.
* Other sources of performance data related to service delivery
* Results of self-assessment/ self-evaluation

This section should aim to look at opportunities for continuous improvement and/ or analyse the reasons for underperformance including budget decisions or external contributing factors.

The template at **Appendix 4** is for guidance and can be completed for each team/ function as required. However, Services may choose to present this analysis in a different format such as a paragraph on each function in the Service. This narrative, however, should include analysis of the sorts of information highlighted in the template, focusing on performance measures of cost, quality, and satisfaction, setting this in context, and outlining improvement actions.

This part of the plan should be on performance indicators where there is a specific focus on improvement. If using the template at Appendix 4, these can be detailed one performance indicator at a time or groups of measures related to the same function can be considered together.

**2b Service Transformation**

This section of the report should be used to detail changes and transformations that are planned within the service in the financial year. Services should consider what transformation activities they have against the “[Sustainable Highland Budget Strategy](https://www.highland.gov.uk/download/meetings/id/74857/item_3_a_sustainable_highland)”, as presented to Council on February 14th 2019 against the following headings:

1. Making the Council More Efficient
2. Commercialisation and Income Generation
3. Redesign and Improvement
4. Flexible and Well Managed Workforce

Services should also include their related priority areas as identified in:

* The 15 Change Programme priorities (See p14-19, [Council Report](https://www.highland.gov.uk/download/meetings/id/74992/item_14_change_fund_approach_and_priorities))
* The 22 Strategic Improvement priorities (see Appendix 1: [Council Report](https://www.highland.gov.uk/download/meetings/id/74990/item_12_a_connected_highland_striving_to_be_an_ambitious_high_performing_and_sustainable_council))

Services should also present any additional transformation activity that does not fit under the corporate programmes above.

**2c Inspections/ Internal and External Audits**

Council departments and services are subject to inspections and audits by internal and external bodies. This section of the plan should be used to detail:

1. Results from inspections and audits in the past financial year, with links to appropriate reports and improvement plans.
2. Inspections and audits that are in progress or are expected in the coming financial year.

**2d Workforce planning**

This section of the plan should provide a link to the Service workforce plan. A brief description of the most significant actions for the current financial year should be included in this plan. The template at **Appendix 6** can be used for this.

The section should also be used to include information on the service workforce. This could include information from any recent staff surveys, or details on the amount of training being undertaken in the service to highlight the ongoing development of the workforce.

There is a statutory duty to plan for **health, safety and wellbeing.** This should be “designed in” when implementing change. Health, safety and wellbeing implications must be considered, and recorded, in the introduction of new processes or new working practices, or any review of these. Support is available from the occupational health, safety and wellbeing team.

1. **SERVICE RISKS**

This section of the Service Plan should present the main risks that the Service faces as recorded on the Service Risk Register and the [Corporate Risk Register](https://www.highland.gov.uk/CorporateRisk). This will help the Service to identify its priorities in **Section 4b**

**3a Service risks**

The Council’s Risk Management Strategy requires all Services to maintain a Service risk register. It is anticipated that a Service risk review will take place prior to finalising the Service Plan. [Guidance for this is available on the intranet](https://www.highland.gov.uk/staffsite/downloads/download/517/service_risk_management_guidance).

Key information should be pulled out of the Service and Corporate Risk Registers and presented in the Service plan. This should include:

* A risk matrix showing the Service risk appetite and summarising the above the line risks;
* The key details of these risks, using the template at **Appendix 5**.

Please check the Council’s electronic performance and risk system (PRMS) for up to date Corporate and Service Risk Register information. If you have any difficulty accessing this please contact your PRMS Service Lead Officer (for Service risks) or the Corporate Performance Manager (Corporate risks).

1. **PRIORITIES**

This section should outline the Service priorities and commitments. These priorities and commitments should be at a strategic level. Services/ Teams should adopt operational plans in addition to this on a functional or geographic basis to manage the more detailed actions. These could be linked to, but should not be detailed in the Service Plan.

**4a Corporate priorities**

This section should signpost to strategic priorities that the Service is contributing to, and should focus on the Council’s Programme, “Local Voices, Highland Choices”. Priorities should be set out as follows:

“The Service is contributing to the following strategic commitments in the Council’s 2017-22 Programme, “[Local voices, Highland choices](https://www.highland.gov.uk/downloads/file/4611/programme_of_the_highland_council)”, these are:”

*“A Place to Live*

* *Encourage and assist the regeneration of our town centres and high streets across the Highlands.*
* *Work with communities and partners to mitigate against and adapt to climate change whilst raising awareness around sustaining and improving our natural, built and cultural environment.*

*A Place to Thrive*

* Urgently seek new and better ways to ensure superfast broadband and digital services are provided to all communities across the Highlands.”

**4b Service priorities**

The following text should be used at the start of this section:

“In setting priorities, we are ambitious for a sustainable and connected Highland”.

**This section should be the focus of the Service Plan**. It should detail the Service priorities on the basis of the information that has been provided in Section 2 and Section 3.

Priorities should be SMART (specific, measurable, achievable, resourced, and time-bound). Targets that have been set corporately should be included, such as:

Those set through the budget process; Corporate Plan; Change Programme; or the strategic improvement priorities.

The Service may have additional priorities which are based on statutory requirements/ changes in legislation/ Council commitments. These should also be included to give a complete list of what the Service is focused on delivering.

A template for presenting service priorities/ commitments is included at **Appendix 6**.

**4c Partnership**

Services are required to provide clear narrative on how they are working in partnership with other organisations to provide Best Value. This should also highlight future opportunities that that the Service are investigating.

Services may also wish to signpost to partnership plans/ strategies they contribute to, such as the Highland Outcome Improvement Plan.

1. **LINKS TO STRATEGIES AND PLANS**

This section is to record and link to strategies and key plans that the Service is working to deliver. The template at **Appendix 7** should be used to provide details for each relevant strategy/ plan.

1. ***IMPACT ASSESSMENTS***

***Equality Impact Assessment***

Services should ensure that any new, reviewed or revised plans, polices, practices and decisions are considered for impacts on communities at an early stage. In particular there is a legal requirement to consider the Public Sector Equality Duty, and from 2018 there is a duty to consider to socio-economic impact at a strategic level.

Service should keep a record of initial screening documents. A copy of full assessments must be sent to the Policy Team who can also provide support and guidance. Equality Impact Assessments will be published on the Council website.

You can find screening and assessment templates and guidance on the [Council Intranet](https://emea01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.highland.gov.uk%2Fstaffsite%2Finfo%2F35%2Flearning_and_development%2F179%2Fequality_impact_assessment_toolkit&data=01%7C01%7CStephen.Carr%40highland.gov.uk%7C4b4cf8c4dae44d9d555b08d6876f3d5f%7C89f0b56e6d164fe89dba176fa940f7c9%7C0&sdata=hOCfFbXmXAVxwqV07q39SNHco8q2noJDjsP84G6hOL8%3D&reserved=0). For further information and support, please contact the Policy Team.

***Strategic Environmental Assessment***

There is a requirement to ensure each Service Plan is compliant with SEA legislation.  To do this all Service Plans should under-go pre-screening.

Pre-screening template: <https://www.gov.scot/publications/strategic-environmental-assessment-pre-screening-template/>

 Guidance: <https://www.gov.scot/policies/environmental-assessment/strategic-environmental-assessment-sea/>

The Service Plan should make reference to the outcome of the pre-screening process: The standard form of words is:

“The Council has a legal duty to consider for all plans, programmes and strategies, the relevance of the Environmental Assessment (Scotland) Act 2005. Following the Strategic Environmental Assessment of the Service Plan the Environmental Impacts have been considered through pre-screening and no further significant likely environmental impacts were identified.”

Alternatively,

“The Council has a legal duty to consider for all plans, programmes and strategies, the relevance of the Environmental Assessment (Scotland) Act 2005. Following pre-screening of the Service Plan some likely significant environmental impacts may remain that have not been addressed. In such circumstances, a screening document should be submitted to the statutory consultants via the SEA gateway and advice sought on whether a full Strategic Environmental Assessment is required of the Service plan. The Service plan will remain in draft form until such a process is complete.”

**APPENDIX 1: Planning Cycle**

**APRIL**

**Qtr4 & Annual updates in PRMS incl. Risk**

**QPR 4 Review Period: January ~ March**

**Performance Survey drafted**

**OCTOBER**

**Qtr2 updates in PRMS incl. Risk**

**QPR 2 Review Period:**

**July ~ September**

**Annual CPP HOIP report Performance Survey Report to HC**

**PLANNING & PERFORMANCE CYCLE**

**JULY**

**Qtr1 updates in PRMS incl. Risk**

**QPR1 : Review Period:**

**April ~ June**

**Annual Performance Report draft**

**NOVEMBER**

**October updates in PRMS**

**MAY**

**Performance Survey issued**

**Service Plan development/ submission**

**JANUARY**

**Qtr3 updates in PRMS incl. Risk**

**QPR 3 Review Period:**

**October ~ December**

**WBM SPI & Benchmarking report**

**SEPTEMBER**

**Annual Performance Report to HC**

**Publish performance reports for PPR**

**WBM Performance Survey Report**

**Risk Report to A&S**

**MARCH**

**SPi & Benchmarking report to HC and publish for PPR**

**Performance supplement on web**

**Risk Report to A&S**

**AUGUST**

**July updates in PRMS**

**WBM Annual Performance Report**

**Annual Performance Survey 1st draft**

**JUNE**

**Performance Survey Analysis**

**Corporate Plan analysis**

**Service plan submission/published**

**FEBRUARY**

**January updates in PRMS**

**Corporate & Service Risk Registers Reviewed**

**DECEMBER**

**November updates in PRMS**

**Corporate Plan review to HC**

**APPENDIX 2: Service Overview**

*Guidance note: This diagram should be completed and inserted at section 1b of the report. A box should be included for each senior manager who directly reports to the Service Director.*

|  |
| --- |
| The Director of \_\_\_\_\_\_\_ Service is responsible for (X), (Y) and (Z).  It has a revenue budget of £\_\_.\_\_m, and a capital budget of £\_\_.\_\_m. |

|  |
| --- |
| Title of direct report to Director (e.g. HoS).  Responsible for:  (d)  (e)  (f)  (g)  It has a revenue budget of £\_\_.\_\_m employing \_\_\_ FTE staff. |

|  |
| --- |
| Title of direct report to Director.  Responsible for:  (h)  (i)  (j)  (k)  It has a revenue budget of £\_\_.\_\_m employing \_\_\_ FTE staff. |

|  |
| --- |
| Title of direct report to Director.  Responsible for:  (l)  (m)  (n)  (o)  It has a revenue budget of £\_\_.\_\_m employing \_\_\_ FTE staff. |

|  |
| --- |
| Title of direct report to Director.  Responsible for:  (p)  (q)  (r)  (s)  It has a revenue budget of £\_\_.\_\_m employing \_\_\_ FTE staff. |

**Appendix 3: Budgets**

**Revenue Budget**

|  |  |
| --- | --- |
| **Financial Year** | **Net Revenue Budget (£m)** |
| **2018/19** |  |

**Breakdown of 2018/19 Budget:**

**By Section**

|  |  |
| --- | --- |
| **Section** | **Net Budget (£m)** |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
| **Total** |  |

**By Staff and Other Costs**

|  |  |
| --- | --- |
| **Section** | **Budget (£m)** |
| Staff costs |  |
| Other costs |  |
| **Total costs** |  |
| Income |  |
| **Net budget** |  |

**Staffing**

|  |  |
| --- | --- |
| **2018/19** | |
| **Section** | **FTEs** |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
| **Total** |  |

**Capital Budget**

|  |  |
| --- | --- |
| **Year** | **Net Budget (£m)** |
| 2018/19 |  |
| 2019/20 |  |
| 2020/21 |  |
| The capital budget is a corporate resource and may be adjusted subject to corporate priorities. Further information on the Service’s capital projects is appended *(include a list of capital projects or a relevant reference)* | |

**Appendix 4: Performance Analysis**

**Team Name:**

**Performance Analysis:**

|  |  |
| --- | --- |
| **Measure Type** | e.g. SPI, KPI, Customer satisfaction, other |
| **Description** | *Cost per XXXX collected* |
| **Performance** | *£1.22 2016/17* |
| **Comparator** | *£1.27 2015/16. National benchmark £1.15 (2016/17)* |
| **Narrative** | *Cost reduced due to…Higher than national benchmark because…* |
| **Improvement Action** |  |

*(The table can be replicated for each measure, or groups of measures related to the same function can be considered together)*

**APPENDIX 5: Service Risk Management**

**Risk Matrix:**



**Service Risks:**

|  |  |  |
| --- | --- | --- |
| **Risk ID** | **Risk Rating** | **Short Name** |
| CRS1 | B2 | Example: Too many fixed assets. |
| CRS2 | C2 | Example: New ways of working and changing service delivery. |
|  |  |  |

Please check the Highland Council’s Risk Register for Corporate and Service risk in PRMS to identify all service specific risks.

**APPENDIX 6: Service Commitments/ Priorities**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| |  |  | | --- | --- | | **Service ID** | 5.1 | | **Service Commitment/ Priority** | We will meet the statutory duty to ensure 80% of our coasts meet the gold standard by 2017 | | **Lead Officer** | Head of Costal Cleanliness | | **Key Performance Results** | * By 2020 80% of our beaches will have blue flag status * By 2020 89% of our coastal waters will be PFC free |  |  |  |  | | --- | --- | --- | | **Lead Officer** | **Enabling actions** | **Completion Date** | | CCO | Complete audit of beaches | 31/10/19 | | CCO | Programme filtration installation | 30/11/19 | | CCO | Mid Programme Review | 31/08/19 | | CCO | Completion | 31/05/19 | |

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| | **Section** | **Guidance** | | --- | --- | | **Service ID** | Sections should be ordered sequentially. Commitments/ priorities from the same team or function should be given the same first number. | | **Service Commitment/ Priority** | These should be **Specific, Measurable, Achievable, Resourced and Time Bound (SMART).**  In terms of getting the right level it is useful to think in terms of the objective as being one that would typically have the following attributes:   * a number of delivery actions can easily be identified for it which would merit active monitoring; * that the objective would be of significant interest to stakeholders and senior management. | | **Lead Officer** | This is the strategic lead for the objective within the Service. This individual will be accountable for the objective being met and, whilst not managing in detail all the enabling actions, would be accountable for their satisfactory progress including cross-Service working. Within an operational plan the person with delegated responsibility may be entered as the owner. The post title rather than the person’s name should be specified and this would be anticipated to be at Head of Service or senior manager level. | | **Key Performance Results** | Appropriate SPIs or KPIs should be used. Some of the objectives may be impossible to measure or establish a cause and effect link. In this instance it is possible for Key Performance Results to be indicative of a Service doing the right things to move towards the objective. | | **Enabling actions** | These should be **SMART**, and the post title of a responsible officer should be given. The completion date should be the date by which all the actions should be completed. Commitments can be defined as on-going, but should still be able to be monitored on a quarterly basis.  Consideration should also be given to whether the right performance data is available to evaluate ongoing performance. Actions to collect more appropriate sources of data should be considered under enabling actions. | |

**APPENDIX 7: Links to Strategies and Plans**

|  |  |
| --- | --- |
| Name | Name of the strategy/ plan |
| Description | A concise description of the strategy/ plan (100 words maximum) |
| Operational period | e.g. 2018/19  from 2016  2017-2022 |
| Document owner | e.g.  Environmental Health Team  Community Services  Highland Council  Community Planning Partnership |
| Link | A hyperlink to the document |