

A scenic view of a sandy beach with turquoise water and a cloudy sky. The beach is wide and sandy, with many footprints visible. The water is clear and shallow, with a light blue-green hue. The sky is filled with large, grey clouds, with some light breaking through. In the background, there are green hills and a rocky shoreline.

# **Service Planning Guidelines 2010**



# **SHETLAND ISLANDS COUNCIL**

## **SERVICE PLANNING GUIDELINES**

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**Cover photo: Aileen Paterson, Shetland Library**

## 1. INTRODUCTION

### **Please ensure that you read through these Guidelines and then the Service Plan template.**

These guidelines are intended to help the Council demonstrate that the principles of good governance and continuous improvement are embedded throughout the Council. In preparation for Best Value 2, it's really important that every service takes on board the messages contained in these guidelines. We will know by May 2010 the timescale for our Best Value 2 audit, so please ensure that you complete your Service Plan on time.

A good Service Plan can be very valuable if you are trying to explain to a service user or external body what your service is about. It is also very important if you are carrying out a LEAN Event, are being subjected to an external inspection or are seeking accreditation from an external body. But primarily a service plan assists in the provision of an efficient and effective service, delivering on Shetland's priorities. Over the last few months the Single Outcome Agreement (SOA) has been reviewed, and, with the development of your service plan for 2010-11, this is an opportunity to ensure service delivery reflects Shetland's priorities by delivering on the SOA.

Emma Perring (ex4537) is working on this, and has met with a number of managers and services, to discuss already. If you would like more information than is provided in these guidelines, please get in touch with her. There are provisional plans to hold an event in February to provide more information about the SOA, to which all managers will be invited.

## 2. PREPARATION

### 2.1 Good starting point

The following link to the Improvement and Development Agency (IDeA) website provides a good introduction to Service Planning.

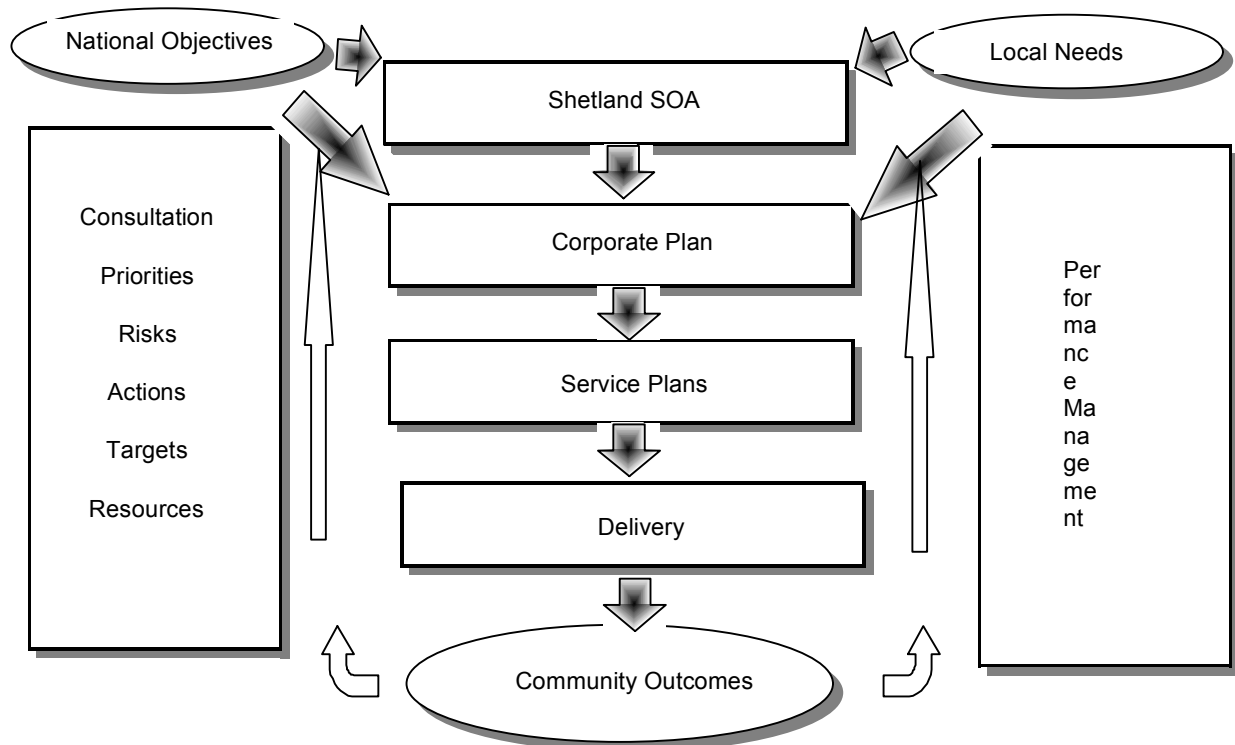
<http://www.idea-knowledge.gov.uk/idk/aio/973256>

Few services are at the stage of never having prepared a plan before, so this link is included in the guidelines for information and reference.

### 2.2 Strategic Community Priorities

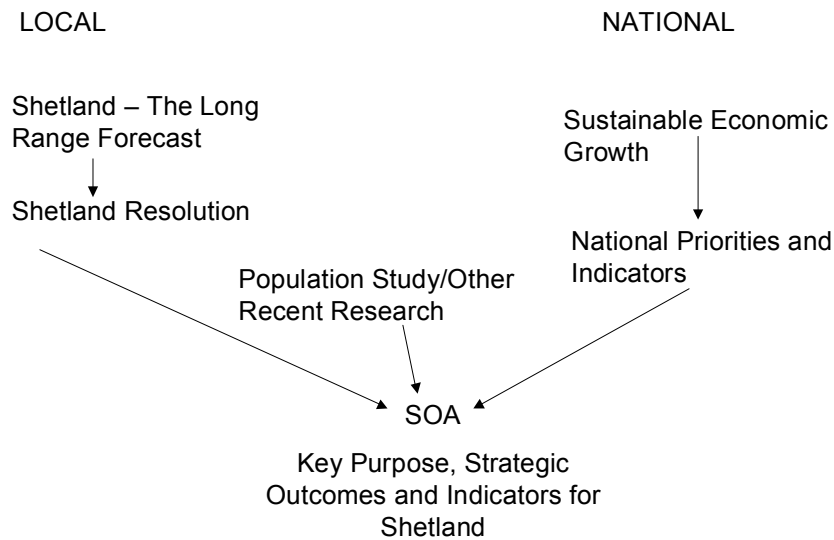
In theory, if a performance management system is working effectively, a clear set of Community Priorities should be developed and expressed in a Community Plan – now the Single Outcome Agreement (SOA). These should be reflected in the Corporate Plan so that the Council can show how it will contribute towards achieving these priorities. In turn, these should then feature in Service Plans and ultimately be measured through individual employee review and development sessions. This is what's sometimes called the "Golden Thread" and is shown below.

Put simply, it's about organising ourselves in such a way that we are delivering on the things that are important for Shetland and will make a difference.



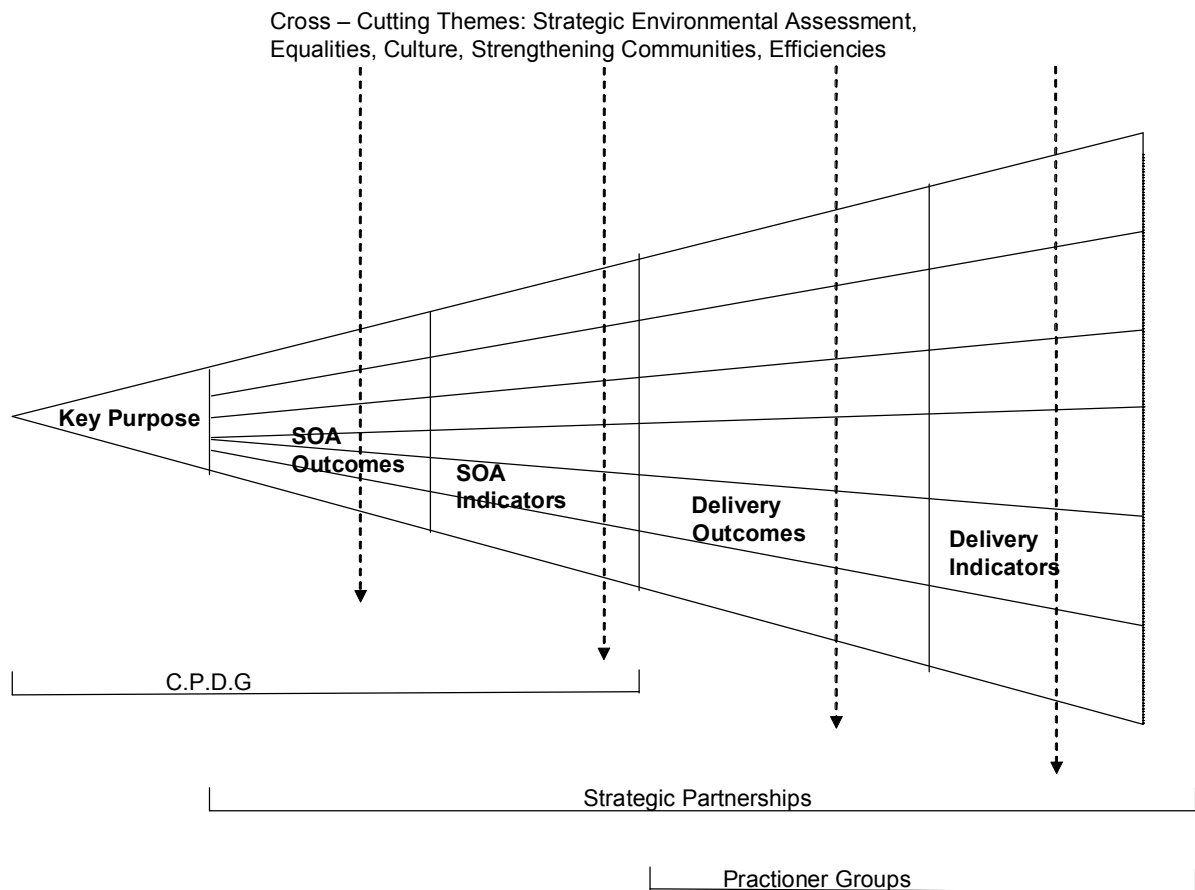
## 2.2.1 Shetland's Single Outcome Agreement (the SOA)

Shetland's SOA is an agreement between Shetland's Community Planning Partners and the Scottish Government. It sets out Shetland's shared objectives and targets for the forthcoming financial year – delivering on Shetland's vision (**the Shetland Resolution**) and complementing the National Priorities (Greener, Smarter, Wealthier & Fairer, Stronger and Healthier & Safer). To ensure the SOA reflects the current Shetland situation, recent research is also considered in the refreshing of outcomes and indicators, notably the [Population Study](#).



The SOA for 2010-11 will be the third such document. The first two enabled all existing activity to be drawn together. Over the last few months the SOA structure has been reviewed for 2010-11 to focus on Shetland's priorities, rather than everyday activity, streamlining it into 15 or so strategic outcomes and 40 indicators. This provides a monitoring mechanism for our politicians and senior managers across the public sector in Shetland. Everyday activity is monitored by managers on a regular basis through strategies and service plans.

In order to prioritise activity in Shetland an assessment of the existing priorities and targets has been undertaken, to provide one 'Key Purpose', which drives the more specific strategic outcomes and ultimately drives operational outcomes and, through service plans, service delivery. This is shown diagrammatically below.



## 2.2.2 Shetland’s Key Purpose and Strategic Outcomes

The SOA is not finalised for 2010-11, and has a process of consultation and approval to go through, so the agreed strategic outcomes cannot yet be set out in this guidance. However, drafts are provided, where possible, and a flavour of the priority areas is provided. In future years the SOA will be available in time for service planning and an internet resource is planned to provide easy access to outcomes and indicators.

### Shetland’s Key Purpose:

**“To maintain the Economically Active Population Throughout Shetland”.**

### National Priority Area: Wealthier and Fairer

Enable businesses and people to increase their wealth and more people to share fairly in that wealth.

### National Outcomes

1. We live in a Scotland that is the most attractive place for doing business in Europe
2. We realise our full economic potential with more and better employment opportunities for our people.
7. We have tackled the significant inequalities in Scottish society.

8. We have improved the life chances for children, young people and families at risk.

### **Shetland Fairer Outcomes**

F.1 Reduced Levels and Impact of Poverty, Deprivation and Social Exclusion in Shetland.

- 0 Less people on low wage and income: increase levels of disposable income by maximising benefit uptake, reducing levels of debt, reducing fuel poverty
- 0 Increase levels of employment and the skills people have for employment

F.2 Socio-economic disadvantage does not impact on the opportunities people have.

- 0 Ensure services are accessible to everyone, including those with a low household income who may not readily be able to access Shetland's leisure, recreation, childcare, employment etc.

### **Shetland Wealthier Outcomes - Under Development**

W.1 TBC

W.2 TBC

W.3 TBC

### **National Priority Area: Smarter**

Expand opportunities for Scots to succeed from nurture through to life long learning ensuring higher and more widely shared achievements.

### **National Outcomes**

3. We are better educated, more skilled and more successful, renowned for our research and innovation.

4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens.

### **Shetland Smarter Outcomes**

Sm.1 We provide a person-centred approach to ensuring positive learning pathways for the long-term, focusing on the long-term unemployed, the 18-24 age group, those misusing substances and winter school leavers.

- 0 Ensuring vulnerable groups have access to training and skills development

Sm.2 We recognise each person's strengths, building on these to ensure everyone can achieve their potential through learning opportunities that build capacity, increase confidence and encourage participation and responsible citizenship.

- 0 Attainment levels

Sm.3 We take a proactive approach to ensuring Shetland's skills match Shetland's economic need.

- 0 Appropriately skilled workforce

### **National Priority Area: Safer**

Help local communities to flourish, becoming stronger, safer places to live, offering improved opportunities and a better quality of life.

## **National Outcomes**

9. We live our lives safe from crime, disorder and danger

### **Shetland Safer Outcomes**

Sf.1 We will retain the current high level of community safety, but will continue to a) reduce crime; b) tackle serious crime; c) make the roads safer; d) maintain public order; and e) protect adults and children from harm and exploitation.

Priority areas of: domestic abuse; drug and alcohol misuse; the knock on effects of alcohol misuse on public order; reconviction; child protection and adult protection.

## **National Priority Area: Healthier**

Help people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care.

## **National Outcomes**

5. Our children have the best start in life and are ready to succeed.

6. We live longer, healthier lives.

### **Shetland Healthier Outcomes**

Hth.1 Maintain a healthy life expectancy, focusing on healthy weight, alcohol, drugs and mental health.

- 0 Priority areas for Shetland

Hth.2 Tackle health inequalities ensuring that the needs of the most vulnerable and hard to reach groups.

- 0 Targeted support to vulnerable people in all health areas

Hth.3 We will support and protect the most vulnerable members of the community, promoting independence and ensuring services are targeted at those that are most in need. (CHCP Priority areas)

- 0 Minimise delayed hospital discharges
- 0 Supported to live at home

## **National Priority Area: Stronger**

Help local communities to flourish, becoming stronger, safer places to live, offering improved opportunities and a better quality of life.

## **National Outcomes**

10. We live in well designed, sustainable places where we are able to access the amenities and services we need.

### **Shetland Stronger Outcomes – Transport**

St.1 We will improve the availability, accessibility, affordability and usage of internal and external public transport

- 0 Active Travel
- 0 Accessible Public Transport Provision

St.2 We will ensure the right house is available in the right place at the right price. (DRAFT)

- 0 Infrastructure side of housing provision: responding and being proactive to population change

St.3 We will sustain and, where necessary, grow the number of childcare places, to meet identified need.

- 0 New business opportunities
- 0 Identified need
- 0 Equitable provision/ cost
- 0 Provision around centres of population

### **National Priority Area: Greener**

Improve Scotland's natural and built environment and the sustainable use and enjoyment of it.

#### **National Outcomes**

12. We value and enjoy our built and natural environment and protect it and enhance it for future generations.

14: We reduce the local and global environmental impact of our consumption and production.

#### **Shetland Greener Outcomes**

G.1 Carbon Reduction

G.2 Promoting Shetland's natural and cultural heritage

#### **Cross-Cutting Themes**

There are a number of important areas of strategic development and delivery that cut across the national and local outcomes set out above. These include the Strategic Environmental Assessment, Equalities, Culture, Strengthening Communities and Efficiencies.

#### **National Outcomes**

11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.

13. We take pride in a strong, fair and inclusive national identity.

15. Our public services are high quality, continually improving, efficient and responsive to local people's needs.

**It's important that services are delivering on these strategic outcomes.**

Where there is an indicator which is relevant to your service area in the SOA, this must be included in your Performance Indicators table (see page 34 of these Guidelines) and feature in your performance reports during the year.

## **2.6 Cross-cutting Corporate Themes**

### **2.6.1 Environmental Management and Carbon Reduction**

#### **What the Council has to do**

Under the Local Government in Scotland Act 2003, the Council has an obligation to ensure that everything it does is delivered in a sustainable way, this includes minimising the environmental impact of services, and reducing the Council's carbon footprint. The signing of the Scottish Climate Change Declaration in 2006 further strengthened this commitment, and following the introduction of the Carbon Reduction Commitment in 2010/11, measures to reduce energy use and carbon emissions will need to be in place. A sustainable development audit was carried out in 2006 and this found that most services were doing a fair amount to promote sustainable development. Feedback was provided to services and this can be taken into account when drafting Service Plans. The Sustainable Development Implementation Plan can be found through the following link:

<http://www.shetland.gov.uk/policy/documents/SustainableDevelopmentImplementationPlan.doc>

#### **What does sustainable development mean?**

Sustainable Development is commonly defined as being development which secures a balance of social, economic and environmental well-being in the impact of activities and decisions, and which seeks to meet the needs of the present without compromising the ability of future generations to meet their own needs.

#### **What we require you to do**

We require you to show the way in which you have considered your service is delivered, and ensure that this takes into account responsible environmental management and contributes to the Council's obligation to reduce its carbon footprint. Some practical examples of things services can do to help discharge this duty are outlined in the Service Plan template on page 29 of the Guidelines)

The Council is also required by law to carry out "Strategic Environmental Assessments" (SEAs) on any policy, strategy or plan that will have an impact on the environment. The Policy Unit and Planning Service engaged a consultancy, Natural Capital, to develop a useful guide to carrying out SEAs, to ensure that authors are taking the potential environmental impact into account when developing the document. This checklist is available on the Planning Service website through clicking on this link:

<http://www.shetland.gov.uk/planningcontrol/advicenotes/documents/StrategicEnvironmentalAssessmentAdviceNote.pdf>

This Advice Note is an important contribution to this Council's focus on sustainability.

#### **Sustaining Shetland**

This is an annual report produced by the Policy Unit to monitor the quality of life in Shetland using 10 key areas. This is a very important document for service deliverers in Shetland to be aware of, particularly in terms of where indicators are showing that there are potential threats to Shetland's sustainability. You can access the most recent Sustaining Shetland through clicking on this link.

<http://www.shetland.gov.uk/policy/documents/SustainingShetland09.pdf>

## 2.6.2 Promoting Equalities

The Council is committed to providing equality of opportunity to all employees and to service users.

Each service has a duty to provide equality of access for their service users and employees to everyone, especially those from the main equality strands –

- Age
- Gender
- Race
- Disability
- Sexual Orientation
- Faith and Belief

Soon there will also be a duty placed on public authorities to address the inequality that arises from socio-economic disadvantage and to place this objective at the core of policies and programmes.

### **Service plans must demonstrate –**

A knowledge of who your service users are with regards to equality and socio-economic groups or how you plan to get this information.

An awareness of any issues your service users may have in accessing your service and how you plan to address these.

That you have completed an Equality Impact Assessment of your service plan.

### **Support that the Policy Unit can provide –**

- Information on translation and interpretation services
- Information on providing information for visually and hearing impaired
- Statistical information on the equality profile of the Shetland population
- Guidance on carrying out equality impact assessments

### **Equality Impact Assessments**

1. You must complete an Equalities Impact Assessment (EIA) for any new policy, plan or strategy. The purpose of this is similar to SEAs, to show that when the document is being developed, the potential impact any proposals being put forward could have on equalities group, has been considered. Each EIA should be sent to the Policy Unit.

The EIA is attached to the back of the Service Plan template and must be completed for your service plan. You can access the Policy Unit's guidance on this, through the following link:

<http://www.shetland.gov.uk/policy/strategy-toolkit/WhatisanEQIA.htm>

For more information contact Anna Sutherland at the Policy Unit on 01595 744510.

### 3. SELF-EVALUATION

It takes time to change the culture of the organisation to become one where performance management is seen as a high priority. As we keep saying, we need to keep “chipping away”.

One way of helping to involve staff teams and therefore embed the service planning process is to carry out a self-evaluation exercise when renewing your service plan.

Several services used the following Self-evaluation Framework when putting together their Service Plan during the last couple of years. The feedback received was that it had been a useful way of getting team members engaged in service planning, but that it should be used early on in the process to get the most out of it.

It's also important to note that, in light of the Crerar Review into scrutiny across Scotland's public bodies, that the forthcoming Best Value 2 audit will be based on “Robust self-assessment”, so this is a really important element of these guidelines. Essentially, the Councils that can demonstrate that self-evaluation is embedded as part of the culture of continuous improvement and strategic risks are managed, will be subjected to a less comprehensive audit.

The self-evaluation framework is set out in the following pages and is offered as another tool to help you start off the service planning process. The *'Best Value – Shetland's Improvement Agenda'* Project Team are currently assessing the Public Service Improvement Framework as a possible model of self-evaluation that could be applied across all Council services. However, this is not something that will be in place before the start of this coming service plan year.

## 3.1 SELF-EVALUATION FRAMEWORK

### Background

This framework is an easy to use and quick way of:

- Encouraging managers to review the performance of their service with team members
- Give them a structure to focus discussions and engage every member of the team
- Put the issues identified into a learning context and be able to more effectively plan to meet these.

Once completed, the output from this process should be of practical value to the Service Manager drafting the Service Plan. It should highlight a set of issues that the team has agreed should be reflected in the refreshed Service Plan. It's more likely that the resultant Service Plan will be a document that the team will buy into and see as a meaningful document.

The framework is based on the standard components of self-assessment techniques such as:

- “How Good is Our School”;
- Best Value Guidance;
- European Foundation for Quality Management Business Excellence Model.

This can be summarised as:

- How well are we performing?
- How do we know?
- How can we do things better?

### Process

Ideally each member of the team should complete the framework at least 2 week before the team meets to discuss refreshing the Service Plan. The team should complete a Team self-evaluation, allowing each member to raise issues that they have noted on their own version.

Questions	Responses
<b>1. Financial Management</b>	
1.1 Was budget over / under in the last financial year? (for BRO's to complete)	
1.2 What were the areas of and reasons for the over / under spend?	
1.3 What can we learn from this?	
1.4 How can we avoid over spend in the coming year?	
1.5 Are funds going to become available from external sources in the coming financial year?	
1.6 How are we going to make the most of these?	
1.7 How can we contribute to achieving 2% efficiency savings on budgets in the coming year?	

<b>2. Internal Business Processes</b>	
<b>2.1 Leadership</b> <ul style="list-style-type: none"> <li>– Were service plan aims set and communicated clearly?</li> </ul>	
<b>2.2 People Management</b> <ul style="list-style-type: none"> <li>– How effective were employee review and development (appraisal) sessions?</li> <li>– Were there any employee issues that affected <ul style="list-style-type: none"> <li>○ The performance of the service?</li> <li>○ Absence rate?</li> <li>○ Secondments?</li> <li>○ Staff turnover?</li> <li>○ Problems in recruiting to vacant posts</li> </ul> </li> <li>– How can these be overcome to ensure that we are making the most of our human resources?</li> </ul>	
<b>2.3 Partnership Working</b> <ul style="list-style-type: none"> <li>– How effectively do we engage our partner organisations?</li> <li>– How can we do this better?</li> </ul>	

<p><b>2.4 Service Planning</b></p> <ul style="list-style-type: none"> <li>– How effectively was this communicated to all employees in the Service?</li> <li>– Was this “live” document that was referred to throughout the year by the team? If not, how do we do this?</li> <li>– What problems were experienced during the Service Planning process? How can these be avoided / overcome?</li> </ul>	
<p><b>2.5 Single Outcome Agreement</b></p> <ul style="list-style-type: none"> <li>– How can we adapt the way the service is delivered in order to ensure the service is delivering on Shetland’s Key Purpose and Strategic Outcomes?</li> <li>– What specifically can we do to achieve this in the coming year?</li> </ul>	
<p><b>2.6 Environmental Management and Carbon Reduction</b></p> <ul style="list-style-type: none"> <li>– What specifically we can do to minimise the environmental impact of services, and reduce the Council’s carbon footprint in the coming year?</li> </ul>	

<ul style="list-style-type: none"> <li>– What specifically can we do to implement sustainable development principles in the coming year?</li> </ul>	
<p><b>2.7 Equalities &amp; Socio-economic duty</b></p> <ul style="list-style-type: none"> <li>–</li> <li>– How can we make our service more accessible to people from different equality and socio-economic groups?</li> <li>– Have our policies been equality impact assessed?</li> </ul>	

<p><b>3. Customer Care</b></p>	
<ul style="list-style-type: none"> <li>– Are we clear who our customers are?</li> <li>– Have we considered potential customers from hard to reach groups? e.g. households with challenging social issues, young people, older people, immigrants whose first language may not be English</li> </ul>	
<ul style="list-style-type: none"> <li>– What do our customers think of our service at the moment?</li> </ul>	
<ul style="list-style-type: none"> <li>– How do we want to appear to our customers?</li> <li>– Is there anything we want to do to change the way our customers view us as a service?</li> </ul>	

<ul style="list-style-type: none"> <li>- What do we need to meet our customers' needs?</li> </ul>	
<ul style="list-style-type: none"> <li>- Do we measure our customers' views of our service?</li> </ul>	
<ul style="list-style-type: none"> <li>- What methods can we use for reporting our performance to our customers more effectively throughout the year.</li> </ul>	

<p><b>4. Learning and Continuous Improvement</b></p>	
<ul style="list-style-type: none"> <li>- <b>Strengths:</b> What did we do well in the Service Plan last year and how do we know?</li> </ul>	
<ul style="list-style-type: none"> <li>- What were the reasons for these successes and how can the good practice be applied in the coming year?</li> </ul>	
<ul style="list-style-type: none"> <li>- What could have been improved last year and how did we know? (projects that were not completed within budget/time)</li> </ul>	

<ul style="list-style-type: none"> <li>– <b>Weaknesses:</b> What were the reasons for the poorer performance?</li> </ul>	
<ul style="list-style-type: none"> <li>– <b>Opportunities:</b> How can we learn from the experience and avoid this happening again?</li> <li>– Are there any other parties that can affect this?</li> </ul>	
<ul style="list-style-type: none"> <li>– What projects remain outstanding from last year’s Service Plan and need to be included for the coming year?</li> </ul>	
<ul style="list-style-type: none"> <li>– <b>Threats:</b> Is there anything that might impact upon our ability to achieve these?</li> </ul>	

<p><b>5. Key Issues to be aware of in the coming year</b></p>	
<ul style="list-style-type: none"> <li>– Is there any legislation / trends within our Service / profession that will be introduced in the coming year that will have an impact on our work?</li> </ul>	

<ul style="list-style-type: none"><li>- In what way will this affect our service and how can we plan more effectively to meet these requirements?</li></ul>	
<ul style="list-style-type: none"><li>- Are there any initiatives from the Scottish Government / Central Government / COSLA / external agencies that will have an impact on our work?</li></ul>	
<ul style="list-style-type: none"><li>- How can we plan more effectively to meet these requirements?</li></ul>	
<ul style="list-style-type: none"><li>- What are our top 5 priority areas for the coming year?</li></ul>	

#### 4. CREATING THE DRAFT SERVICE PLAN

Although you will probably have a Service Plan from previous years, it's important that you take some time each year to review your plan and improve it wherever possible.

**As part of that review, please use this template, to ensure that you comply with best practice.**

As intimated above, the Policy Unit will be taking an active role in ensuring that all Service Plans are ready to go live on 1<sup>st</sup> April. We will endeavour to respond with comments on all draft plans and work constructively with you to help you sort out any problems. This will be supported by the Executive, with follow-up taking place with managers who haven't submitted their Plan on time. It's of even more importance that Service Plans are completed on time as we approach Best Value 2 and enter what is effectively our 6<sup>th</sup> year of service planning activity.

As always, we are very keen to hear your feedback on service planning and ways it can be improved.

## 5. PEER SUPPORT NETWORK

The purpose of peer support is to encourage you to discuss your Service Plan at the developmental stage and learn from other areas that have a different perspective on service planning. Peer reviewers do not require an intimate knowledge of the service being delivered. The purpose is to provide comments on the service planning process.

We've organised folk into more or less the same groups as last year, using the structure of the Single Outcome Agreement National Strategic Objectives. The Policy Unit will, wherever possible, contact services to see whether they have carried out the peer support and gather feedback on how useful it was.

### WEALTHIER & FAIRER

Economic Development – Douglas Irvine (4932)  
Ports & Harbours – Roger Moore (4201)  
Finance – Graham Johnston (4607)

### SMARTER

Adult Learning – Nancy Heubeck (3881)  
Schools – Helen Budge (4064)  
Library & Information Service – Sylvija Crook (3868)  
Train Shetland (Vocational Training) – Margaret Simpson (3743)  
Train Shetland (Short Courses) – Fiona Stirling (4749)  
Community Work – Bill Crook (4060)  
Youth Services – Avril Nicol (3830)

### HEALTHIER

Sport & Leisure – Neil Watt (4046)  
Environmental Health – Maggie Dunne (4841)  
Community Care- Christine Ferguson (3819)

### STRONGER

Transport – Michael Craigie (4160)  
Housing – Chris Medley (4385)  
  
Roads – Ian Halcrow (4870)

### SAFER

Trading Standards – David Marsh (4862)  
Safety & Risk – Sandra Pearson (4556)  
  
Children & Young People's Services – Stephen Morgan (4765)  
Emergency Planning – John Taylor (4739)

## GREENER

Planning – Ian McDiarmid (4813)  
 Waste Management/Burial Grounds – Jim Grant (4871)  
 Cleansing – Jonathan Emptage (4898)

Corporate support services are grouped together in the following areas.

## CORPORATE SUPPORT

Human Resources – Denise Bell (4577)  
 Policy Unit – Peter Peterson (4538)  
 ICT – Stuart Moncrieff (4798)  
 Legal – Brian Hill (4088)  
 Committee Svs – Anne Cogle (4554)

## ASSETS AND BUILDINGS

Building Services – David Williamson (4103)  
 Asset & Property – Alan Rolfe (4587)  
 Capital Programme – Mike Finnie (4162)

## 6. TIMETABLE FOR SERVICE PLANNING

January	Service Plans to be drafted
January	Peer support to take place
Mid February	Corporate Plan – Halfway Point review
<b>27 February</b>	<b>Draft Service Plans to be submitted to Policy Unit</b>
During March	Comments on draft Service Plans provided by Policy Unit
<b>1 April</b>	<b>Start of Financial and Service Planning year</b>

## 7. FURTHER INFORMATION, SUPPORT and GUIDANCE

### **Single Outcome Agreement**

Contact – Emma Perring – Policy Manager, tel 4537

Contact – John Smith, Head of Organisational Development, tel. 4513

### **General Performance Management and Service Planning Issues**

Contact – Peter Peterson, Policy Manager, tel. 4538

Contact – John Smith, Head of Organisational Development, tel. 4513

### **Consultation**

Contact – Anna Sutherland, Policy Officer, tel. 4510

### **Environmental Management and Carbon Reduciton**

Contact – John Simpson, Energy Manager, tel. 4819

Contact – Mary Lisk, Environmental Management Officer, tel. 4818

### **Equality and Diversity**

Contact – Anna Sutherland, Policy Officer, tel. 4510

### **Efficiencies and Budget information**

Contact - Graham Johnston, Head of Finance Services, tel. 4607

Or your Management Accountancy representative

## 8. SOME USEFUL RESEARCH AND DATA SOURCES

### Research

1. [Population and Migration Study](#) (Research carried out by Hall Aitken Associates, May 2008);
2. [Deprivation and Social Exclusion in Shetland](#) (Research carried out by Emma Perring, 13 June 2006);
3. [Research into new Growth at the Edge Areas within Shetland](#) (Research carried out by North Mainland Community Development Company, May 2008);
4. [Shetland Community Profiles](#) (Collated by Shetland Islands Council's Policy Unit, November 2007);
5. [Scottish Index of Multiple Deprivation](#) (2009);

### Internet links:

#### INTERNAL TO THE COUNCIL

##### Budget Strategy

<http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=9434>

##### Other people's Service Plans

<http://www.shetland.gov.uk/performance/serviceplanning.asp>

##### Performance Tracker Spreadsheet

[http://www.shetland.gov.uk/performance/documents/PerformanceTrackerSpreadsheet\\_001.xls](http://www.shetland.gov.uk/performance/documents/PerformanceTrackerSpreadsheet_001.xls)

##### Employee Review & Development Policy

<http://www.sic.gov.uk/services/personnel/policies/documents/EmployeeReviewandDevelopmentPolicy-April06.pdf>

##### Sustaining Shetland – January 2010

<http://www.shetland.gov.uk/policy/documents/SustainingShetland09.pdf>

##### Energy / Fuel usage intranet site

<http://www.shetland.gov.uk/performance/links.asp>

#### EXTERNAL

##### Efficiency Savings

[http://www.improvementservice.org.uk/index2.php?option=com\\_content&task=view&id=588&pop=1&page=2&Itemid=535](http://www.improvementservice.org.uk/index2.php?option=com_content&task=view&id=588&pop=1&page=2&Itemid=535)

##### Equalities

<http://www.equalityhumanrights.com/en/yourrights/equalityanddiscrimination/pages/equalityhome.aspx>

##### Target setting

<http://www.idea-knowledge.gov.uk/idk/aio/985665>

##### Performance Indicators

<http://www.local-pi-library.gov.uk/library.asp>

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- 9. ACTION PLAN 2009-10**
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**IF NOT USING THIS TEMPLATE FOR YOUR 2010-11 SERVICE PLAN,  
PLEASE ENSURE THAT YOUR PLAN COVERS ALL THE AREAS WITHIN  
THIS TEMPLATE.**

## 1. Introduction

The purpose of this plan is to provide, in the first instance, a management tool to identify the correct resources require to deliver a quality service, analyse and plan for future requirements, monitor service and provide an action plan for service improvements.

*[Insert statement for the service, similar to a mission statement, setting out what the service user can expect from the service]*

The plan will be reviewed continuously and performance of indicators and projects will be reported to senior management and elected Members through service performance review sessions.

Through the monitoring of targets and the action plan, the Service Plan will assist in providing evidence for continuous improvement and add to the process of demonstrating Best Value for all areas of service delivery within *[insert service name]*

## 2. Who we provide the services to

### – Our customers

*[Establish who the main service users are. It should also include reference to service users who are currently not using the service, but who might in future. Potential users should have been identified in the self-evaluation exercise.]*

### – Our pledges to customers

*[Include a number of pledges to the customer on the level of service they can expect. These pledges should be measurable and should be monitored throughout the year, in order to easily demonstrate achievement in future years.]*

e.g.

- *We will uplift your refuse once a week, 52 weeks per year.*
- *We will respond to all enquiries from service users within 2 days.*

### – Our engagement with customers

*[Outline any recent and future consultation with customers. Also how the service's performance is reported to customers and how customer satisfaction is measured. This may also have been identified in the self-evaluation exercise.]*

VOiCE is a database planning and recording tool used by the Council, which assists in designing and delivering effective community engagement. The VOiCE tool is available for download from the following link:

<http://www.scdc.org.uk/voice/download/>

Here you can also find the 10 National Standards for Community Engagement, which can be used to develop and support better working relationships between the Council and the community.

### 3. How we engage with our staff

*[Outline what arrangements are in place to discuss employees' general performance and identify development needs. An Employee Review and Development Policy is in place and applies to all staff (see link on Page 25 of the Service Planning Guidelines). This sets out the requirement that all employees receive at least one formal review each year Feedback on whether this is working or not could have been gathered through the **self-evaluation exercise**.]*

### 4. What we do and why

*[This section should essentially seek to answer the question, "why is the service being provided?" It could be statutory or due to SIC policy.]*

#### 4.1 Our core activities

*[This section covers what the service exists to do, including a description of activities undertaken].*

*e.g. Waste to Energy Plant: the plant operates 24hours a day, seven days a week. There are two scheduled shut down periods within each year for general maintenance. The plant takes waste for Shetland, Shell and Orkney and is designed to burn 26,000 tonnes per annum, producing approximately 6.8 MW per hour of heat energy for the Lerwick district-heating scheme*

#### 4.2 Legal requirements to provide the service

*[Is the service statutory or discretionary and what legislation requires the Council to provide the service.]*

*[EU, UK, Scottish Government legislation, which directs / regulates service delivery. Services may be influenced by a huge number of legislative requirements, in which case the answer would be to mention these pieces of legislation with particular relevance to the service at this time: i.e. these currently relevant and those which are new, or are imminent.*

*Any forthcoming national studies or reviews, which could influence how the service is delivered locally, should be mentioned here. Again, this might have been identified through the **self-evaluation exercise**]*

#### 4.3 Other local plans/strategies

*[Any local policy documents that influence how the service is delivered in Shetland should be mentioned here.]*

*e.g. Local Housing Strategy, Economic Policy, Joint Health Improvement Plan, etc.*

### 5. How we will deliver on Single Outcome Agreement Outcomes

*[In line with Section 2 of the Guidelines, you must show what outcomes from the SOA your service is seeking to achieve. This is the section that you are required to show*

*how you are directly and indirectly delivering on Shetland's outcomes, as expressed in the SOA. This was something that the Best Value auditors picked up in their Feb 2007 report on this Council – that we had performance management arrangements in place, but we weren't able to show what difference we were making. Now that the SOA is clearly linked to Shetland's vision, the National Priorities and Maintaining the Economically Active Population, services must demonstrate how their service has considered and is delivering on these, rather than anything else!*

**Section 2.2.2 of the Guidelines provide information on the priority areas under each of the national priorities, which should provide part of the focus for your annual service self-evaluation. Please contact Emma Perring (ex.4537) if you would like assistance with this.**

## **6. Our delivery of Cross-cutting Corporate Themes**

*[In this section you should show what you are doing to ensure that you are taking sustainable development and equalities into account in your service delivery. Examples could include:*

### **Environmental Management and Carbon Reduction**

Any measures taken to reduce your service's environmental impact – energy reduction (which features as a performance indicator), reduction in diesel usage (also a performance indicator), changes to ways of working that are more environmentally friendly promotion of things like car sharing, home/remote working etc

Policy - Strategic Environmental Assessment Checklist of Plans, Strategies and Policies.

### **Equalities**

Policy - Equality Impact Assessment of Plans, Strategies and Policies – when they are being developed

Race – e.g. Use of translation service for service users whose first language isn't English, consideration of providing non-consecrated burial ground for non-Christians (Burial Services), use of multi-lingual contact details so non-English speakers can get documents translated.

Disability – e.g. Projects that promote equality – e.g. provision of disabled car parking spaces or drop kerbs in new road development projects, low floor buses when tendering bus services, Adjustments made to buildings to ensure access for disabled people etc.

Gender – e.g. promotion of women trainees in the Ferry Cadet Scheme, promotion of male recruitment into the Care Service / Primary teaching, promotion of Flexible Working Policies for men and women with young children etc.

Socio-economic duty – e.g. any ways in which you make your service more financially accessible to people and more accessible to people from rural areas, particularly for those without transport etc.

## **7. Resource Management**

*[Resource analysis is the means by which services take stock of what it is they are doing, why and how it can be done in a more effective manner. This would therefore be the section to outline whether any formal review activity is being planned for the coming year. It is also a good way of showing how the Service is achieving Best Value]*

**[A few general questions that you should ask yourself when completing this section are:**

- *How is the service that we have to deliver going to change?*
- *Is the Council likely to set a new specification to extend or reduce service?*
- *Is there growing or declining need through changing demographics?*
- *Will external factors change what we have to do?*
- *Are customer expectations changing?]*

The answers to some of these questions might have come from the **self-evaluation exercise**.

## **7.1 Workforce resources**

**[This section should include a current staffing structure diagram of the service. This provides an opportunity to assess the structure for any weaknesses / issues, such as overuse of temporary staffing arrangements, unfilled vacancies etc]**

**[A few questions that you might want to ask yourself when completing this section are:**

- *What numbers and skills of staff are we going to need to meet future service demands?*
- *Where will they be situated?*
- *What skills are getting scarcer?*
- *What competition do we have for staff?*
- *Is our staff going to have the wrong age profile?*
- *Is our staff going to be in need of significant training / re-skilling to meet the challenges of changing service needs or Single Status?*
- *And, most importantly, if any of these are answered “yes”, what are we going to do about it?]*

## **7.2 Infrastructure resources**

**[This should set out details of the buildings and physical resources that are used to deliver the service.]**

**[A few questions that you might want to ask yourself when completing this section are:**

- *Are the buildings, equipment, systems, plant or other things needed to deliver the service appropriate for ongoing, increasing or reducing demand?*
- *What is going to have to be done to replace them?*
- *Could that change service delivery, staff requirements or other costs?]*

## **7.3 Financial resources**

**[Insert the management Accountancy table (example shown on the following page) to set out revenue-spending projections for 2009-10 against key budget headings. This information is available from Management Accountancy]**

**[A few questions that you should ask yourself when completing this section are:**

- *What will drive the cost of delivering the service into the future?*
- *How is that going to change?*

- *What will increase or decrease our costs?*
- *What would delivering ongoing cost reductions or efficiency savings mean?]*

***[Where it's the case that additional resources are required (e.g. projected increasing client base/demographics or a Council decision to increase service etc.) you should outline the reasons why additional resources are required. This would help Members in the event of discussions taking place on re-prioritising resources.]***

Please contact Management Accountancy for these figures

**2010/11 REVENUE ESTIMATES**

*Please insert both Department and Service Area to replace this line*

	Support Ledger	General Ledger	Reserve Fund	Recharged Ledger	Housing Revenue Account	Harbour Account	Trading Account	Overall Total
Client Receipts								
Financing								
Grants								
Reimbursements								
Rents								
<b>Total Income</b>								
<b>Employee Costs:</b>								
Allowances								
Basic Pay								
Bonus								
National Insurance								
Other								
Overtime								
Pension Contribn								
<b>Sub-Total Employee Costs</b>								
<b>Operating Costs:</b>								
Administration								
Agency Payments								
Property & Fixed Plant								
Supplies & Services								
Transport & Mobile Plant								
<b>Sub-Total Operating Costs</b>								
Transfer Payments								
<b>Total Expenditure</b>								
<b>NET CONTROLLABLE EXPENDITURE</b>								

**7.5 Efficiency Savings to be delivered in 2010-11**

*[Services must bear in mind the Council's Medium-term Budget strategy that commits us to maintaining the Council's reserves at no less than £250 million. In order to do*

*this, the annual draw on these reserves to support General Fund revenue expenditure has to be reduced each year, and cease altogether by 2012/13. It's also a Single Outcome Agreement target to make 2% revenue savings each year*

*Therefore, as service providers, we are all required to identify efficiency savings year on year, to contribute to achieving this long-term target.]*

*[Having carried out self-evaluation, reviewed last year's activity and formulated a clearer picture of priority areas for service delivery in the coming year, Services are asked to outline the efficiencies that they will make, together with an indication of costs. This will inform the Shetland Islands Council Efficiency Statement 2010]*

<b>Description of Efficiency Measure(s)</b>	<b>Amount to be saved (£)</b>	<b>Impact on service delivery and performance / other information</b>
Procurement		
Asset Management		
Shared Services		
Absence Management		
Reducing Bureaucracy		
Other		

#### **7.4 Capital Projects**

*[In this Section, you must set out any capital projects which your Service has planned, and outline where these are at in terms of development]*

### **8. Setting objectives and targets**

*[A point that's been consistently made over the past few years is that nationally set indicators such as the Statutory Performance Indicators are very often not good indicators of performance in smaller Councils. This ties in with work the Audit and Scrutiny Committee has carried out in looking at Statutory Performance Indicators.*

*Services have been encouraged to develop their own indicators that are more meaningful. This is not always an easy thing to do, but once indicators have been set, it will make the process of performance management much easier and more meaningful. It is also important that services align their indicators with those that they are responsible for delivering on in the Single Outcome Agreement.*

*[A few other points which you should bear in mind are:*

- Include the Single Outcome Agreement Indicators that you are responsible for delivering on through your service;*

- Take into account what's required nationally with regard to targets and indicators. This will help the service to put its performance into context;
- Consider comparator targets, where comparisons can be made with external bodies or other Councils;
- Keep the Improvement Service / Scottish Government's "Measures of Efficiency and Productivity" in mind. Perhaps the main benefit of these measures is that they will help services demonstrate efficiency savings;
- Try to pick indicators that are good measures of the main things the service does – things that Members and Senior Managers will want to keep an eye on at 6 month and year-end;
- Try to ensure that the measures are reportable during the year and not only at year-end.]

## 8.1 Performance Indicators

### Performance Report Indicators

Performance Indicator	Actual 2008-09	Actual 2009-10	Target 2010-11
<b>Employee sickness absence</b> <i>(This continues to be a priority area for HR – this Council has seen a slight decrease in sickness absence over the past year, from 6.5% to 5.8%, but the target is still to get this down to under 4.5%)</i>			<4.5%
<b>% of Employee Review and Development sessions carried out</b> <i>(The ERD Policy is available through the link in Section 9 of the Guidelines)</i>			100%
<b>% of agreed Audit Action points that have been completed</b>			100%

<b>Reduction in Diesel usage</b> <i>[To be reported to Members by Services that have vehicles that use diesel. You can get updates on your diesel usage through the Energy Unit's intranet site – link provided on Page 25 of the Guidelines]</i>	N/A	N/A	5%
<b>Reduction in energy use</b> <i>(Bearing in mind the fact that some major gains have already been made in services, this is now a cumulative target. (1% in 2006-07, 2% in 2007-08 and now 2.5% in 2009-10 adds up to a 5.5% cumulative target) Further info and quarterly updates are available through the link on Page 25 of the Service Planning Guidelines)</i>			2.5%
<b>Customer satisfaction rates</b> <i>(Most service areas carry out customer satisfaction surveys –Executive Services can use the results of the survey carried out by the Policy Unit in January)</i>			Insert your target
<b>Customer complaints</b> <i>(These are formal written complaints – made under the Council's Complaints Procedure or other formal mechanism you might have in place for registering complaints. It's not just someone dropping by to complain)</i>			Insert your target

Monitoring of performance targets is a good way of being able to demonstrate continuous improvement over time, another requirement of the Local Govt in Scotland Act, 2003. It is also a good way of identifying inefficiencies – with potential for LEAN methodology to be applied – or requiring additional resources.

You might want to have a look at the [Performance Tracker Spreadsheet](#) on the Policy Unit's internet site to get performance figures over the past few years.

As mentioned in the December Executive Briefing, the Statutory Performance indicators are being scaled back this coming year. Details of which ones we still require to report on are available through this link:

<http://www.shetland.gov.uk/performance/documents.asp>

This then presents us all with the best opportunity for years to take control of the target setting process. It isn't sufficient to stop measuring performance in an area that no longer has an SPI. In order to be able to show that we are delivering continuous improvement and meet our Best Value obligations, we have to be able to measure our performance. This is no longer being dictated to us by Audit Scotland.

There is a challenge to all services to develop indicators that measure their service's activity in a meaningful way.

For more information contact Anna Sutherland at the Policy Unit on 01595 744510.

## 9. Action Plan 2010-11

*[This section should detail projects / improvement actions to be undertaken during 2010-11. It should tie closely together with section 7 of the Service Plan Template, particularly the revenue estimates for 2010-11. You may also have identified your 5 main priority areas from the self-evaluation exercise, which can be included here]*

Description of Action	Officer Involved	Expected Outcome	Expected Completion Date	Assessments Required?	
				Equalities Impact Assessment	Strategic Environmental Assessment
e.g. Organise "Midnight Football" sessions for September-December 2009	B Smith	Improved health for potentially excluded group, contribution to feeling "safer" in the community	10 <sup>th</sup> June	N/A	N/A
Revise Grievance Procedure	D Williams	Managers will be able to use procedure more effectively	End December	Yes	N/A
Develop Energy Strategy	J Spencer	Council will reduce its energy usage and source energy from renewable sources	March 2010	Yes	Yes

## 10. Equality Impact Assessment

### Examination of Available Data

Data collection could include: consultations; surveys; Your Voice; Ethnic Minority Profile; in-depth interviews; pilot projects; reviews of complaints made; user feedback; academic publications; consultants' reports etc

9.a. What do we know from existing data and research?

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9.b. What gaps in knowledge are apparent?

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9.c. If there are any potential difficulties in getting the data to fill these gaps, please describe these.

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Step 3

10. Use the table to indicate:

(a) where you think that the service / strategy / project / policy could have a **negative impact** on any of the equality target groups i.e. it could **disadvantage them/unlawful racial discrimination**.

(b) where you think that the service / strategy / project / policy could **have a positive impact on any of the groups or contribute to promoting equality, equal opportunities or improving/promote good relations within equality target groups**.

	Positive impact – it could benefit	Negative impact – it could disadvantage	Reason
Gender			
<b>Women</b>			
<b>Men</b>			
Race			
<b>Asian or Asian British people</b>			
<b>Black or Black British people</b>			
<b>Chinese people</b>			
<b>People of mixed race</b>			
<b>White people</b>			
<b>People who's first language is not English</b>			
Disabled people			
<b>Learning Disabilities</b>			
<b>Physical Disabilities</b>			
<b>Sensory Impairment</b>			
<b>Elderly/ Infirm</b>			
<b>Mental Health</b>			
Lesbian, Gay men, Bisexuals and Transgender			
Age			
<b>Older people (60+)</b>			
<b>Younger people (17-25), and children</b>			
Faith groups			
Equal opportunities and/or improved relations			

**11. If you have indicated there is a negative impact on any group, is that impact:**

**Legal?**

(i.e. it is not discriminatory under anti-discriminatory legislation)

YES / NO

**Intended?**

YES / NO

**Level of impact**

HIGH / LOW

12. a) Could you minimise or remove any negative impact that is of low significance? Explain how:

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**b) Could you improve the strategy, project or policy's positive impact ? Explain how:**

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13. If there is no evidence that the strategy, policy or project promotes equality, equal opportunities or improved relations – could it be adapted so that it does? How?

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14. Do you have any further comments to make:

.....  
.....  
.....

Please sign and date this form, keep one copy and send one copy to the Policy Unit.

Signed .....

**Date** .....