

Changes to Service Plans and the Service Planning Process

1.0 INTRODUCTION

- 1.1 This paper outlines proposals to change the structure, reporting and software used to create Service Plans. This proposal falls within the scope of a wider review and update of the council's PPMF.
- 1.2 It is proposed that the council moves:
- From using Service Outcomes written by officers in the Services, themselves, to a system of Business Outcomes, endorsed by SMT.
 - To a set of Service Plans that cover a three year period, (noting the budget is currently set for one year)
 - To a 'two-part' Service Plan comprised of a 'Strategic Plan' and a 'Business Plan'
 - To using a database (Access) to create the Service Plans, replacing the Excel template that has been used in previous years
- 1.3 These changes offer the following potential benefits:
- A simplification of the Service Planning process
 - An opportunity to clarify the use of the Service Plans
 - The use of Business Outcomes will create a corporate overview that will emphasise the 'common goals' of the organisation and will reduce silo working.
 - Clearer presentation of the plans' contents
 - The publication of a 'Strategic Plan' enables stakeholders to be more focused, and assists high level scrutiny
 - Addresses the short term nature of current plans
 - The use of a 'Business Plan' will empower Executive Directors, Heads of Service and Third Tier managers to manage the operations of the organisation more responsively
 - Use of common outcomes may highlight areas of duplication / areas for efficiencies
 - The use of an Access database will enable more flexible reporting and better control over formatting
 - The new approach will allow HROD to increase the amount of time it spends on value-adding activities by reducing the amount of administration required to support the existing process.

2.0 RECOMMENDATIONS

- 2.1 The Policy Leads note the change from Service Outcomes to Business Outcomes.
- 2.2 The Policy Leads note that details of the change be circulated and discussed at DMTs for confirmation that the Business Outcomes are correct.
- 2.3 The Policy Leads note the changed format of the Service Plans, dividing them into Strategic and Business plans.
- 2.4 The Policy Leads note the move from Excel to Access for the creation of the Service Plans.
- 2.5 The Policy Leads note the work that is being undertaken to refresh the Planning and Performance Management Framework and that proposals will follow.

3.0 DETAIL

3.1 Background

- 3.1.1 The proposals contained within this paper fall within the scope of a wider review and update of the council's PPMF. The proposals contained within this report will take effect for financial year 2017/18. More minor changes may be required subsequently to align the Service Plans with the new PPMF.
- 3.1.2 There is a need to simplify the range of plans currently produced. There is also a need to improve the Service Planning process and address the short term nature of these plans. The proposed changes set out in this report address both issues. The QA process used in the last round of Service Plans has informed these improvements.
- 3.1.3 The creation of Service Plans is time consuming, and the focus is often placed more on their format than on their content
- 3.1.4 The plans contain too much jargon, thus are not readily accessible to members of the public and other potential audiences.
- 3.1.5 The opportunity to revise the Service Plan process has arisen now as there is are a number of drivers:
 - A new Chief Executive
 - Appetite from PRS and other Members to improve the presentation of performance information
 - Changing political / economic landscape

3.2 Proposed change from Service Outcomes to Business Outcomes

- 3.2.1 In carrying out an exercise to see whether the wording of Service Outcomes could be improved, it became apparent that Services contribute in similar ways to achieve Corporate Outcomes.
- 3.2.2 Therefore, a new set of Outcomes has been drafted. These have simplified the language used and have made the Outcomes more consistent across the organisation.
- 3.2.3 The new 'Business Outcomes' have been mapped against:
- Current Service Outcomes
 - Corporate Outcomes
 - Corporate Priorities (See appendix 1)
- 3.2.4 The proposed Business Outcomes have also been mapped against the success measures contained in the current Service Plans to check that all Success Measures can be aligned to a Business Outcome.
- 3.2.5 The proposed approach for future Service Plans requires that:
- SMT approve the Business Outcomes
 - The Business Outcomes are communicated to the Services
 - Services align their Success Measures to the Business Outcomes, rather than writing their own Service Outcomes.
- 3.2.6 The move to using Business Outcomes, rather than Service Outcomes offers the opportunity to:
- Reduce 63 Service Outcomes to 33 Business Outcomes
 - Align Business Outcomes (with associated budgets) more carefully to Corporate Outcomes
 - Provide a corporate overview and reduce silo working as the business outcomes will emphasise the common goals of the organisation.
 - The use of common outcomes may highlight areas of duplication and areas for efficiencies to be made.

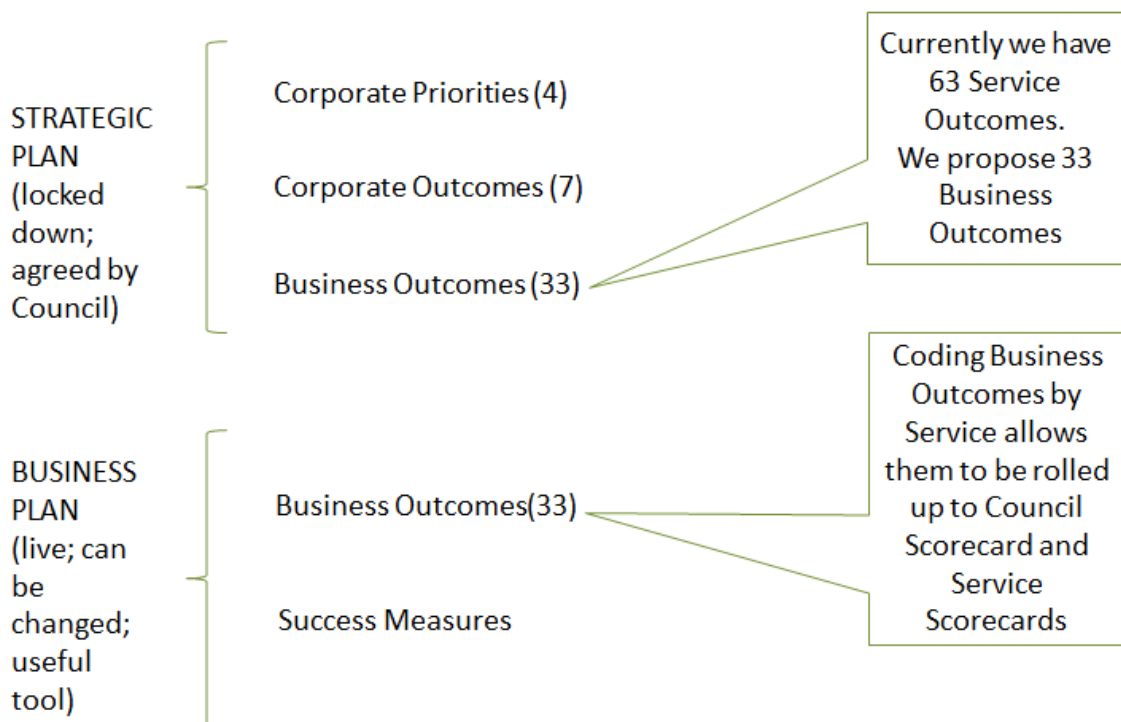
3.3 Proposed changes to the structure of Service Plans

- 3.3.1 It is proposed that the Service Plans be divided into two sections: a Strategic Plan and a Business Plan. See figure 1.
- 3.3.2 The Strategic Plan will be agreed by Council and will be 'locked down' after it has been approved. Only under exceptional circumstances (e.g. legislative change) will the Strategic Plan be altered within the lifetime of the plan.

- 3.3.3 The move towards a Strategic Plan will enable elected Members to concentrate on high level scrutiny rather than being distracted by a mass of detail.
- 3.3.4 The format of the success measures, targets, timescales and benchmarks contained within the Business Plan will remain similar to those used and reported in the 2016/17 Service Plans. However, the Business Plan will be a live document, and will be able to be altered within the lifetime of the plan. This will make the Business Plan a more responsive document than the current Service Plans, and will empower Executive Directors, Heads of Service and Third Tier managers to 'manage' the operations of the organisation in a more flexible manner.
- 3.3.5 In the year 2017/18, the Service Plans will incorporate the Service improvements, rather than separate Service Improvement Plans. In future years, the Service Plans will also include other corporate and service-level plans.

Figure 1:

Two-part Service Plan



3.4 Other changes proposed

- 3.4.1 It is proposed to move from using an Excel template to an Access database to enable the creation of the Service Plans.
- 3.4.2 The move to Access will enable more flexible reporting and better control over the presentation and formatting of Service Plans.
- 3.4.3 In future Service Plans will cover a three-year period. However, the budget for the 2017/18 plans will be set for one year only.

4.0 CONCLUSION

- 4.1 This paper outlines proposals to change the structure, reporting and software used to create Service Plans. This proposal falls within the scope of a wider review and update of the council's PPMF.
- 4.2 The proposals relate to:
 - The adoption of 'Business Outcomes' rather than Service Outcomes
 - Division of Service Plans into two parts: a Strategic Plan and a Business Plan
 - The move from using an Excel template to an Access database.

5.0 IMPLICATIONS

5.1 Policy	Aligned with the PPMF
5.2 Financial	None
5.3 Legal	None
5.4 HR	None
5.5 Equalities	None
5.6 Risk	None
5.7 Customer Service	None

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APPENDICES

Appendix 1: Draft Business Outcomes mapped to Corporate Outcomes and Corporate Priorities.

Draft Business Outcomes mapped to Corporate Outcomes and Corporate Priorities		
A place people choose to live		
Corporate Outcome	1. People live active, healthier and independent lives	
	Business Outcome Ref	
	BO01	The health of our people is protected through effective partnership working
	BO02	Lifelong participation in sport and physical activity are increased
	BO03	Prevention and support reduces homelessness
	BO04	Benefits are paid promptly and accurately
	BO05	Information and support are available for everyone
Corporate Outcome	2. People live in safer, stronger communities	
	BO33	Information and support are available for our communities
	BO06	Quality culture, archives, libraries and museums are provided to promote wellbeing
	BO07	Our communities benefit from the development of renewables
	BO08	The third sector has increased capacity to support sustainable communities
	BO09	Our assets are safe, efficient and fit for purpose
	BO10	Quality of life is improved by managing risk
	BO11	There is no place for discrimination and inequality
	BO12	High standards of Public health and health protection are promoted
	BO13	Our built environment is safe and improved
	BO14	Our transport infrastructure is safe and fit for purpose
Corporate Outcome	3. Children and young people have the best possible start	
	BO16	We wholly embrace our Corporate Parenting responsibilities
	BO17	The support needs of children and their families are met
	BO18	Improved lifestyle choices are enabled
A place people choose to learn		
Corporate Outcome	4. Education, skills and training maximises opportunities for all	
	BO19	Primary school children realise their potential.
	BO20	Secondary School children realise their potential.
	BO21	Our young people participate in post-16 learning, training or work
	BO22	Adults are supported to realise their potential.
A place people choose to work and do business		
Corporate Outcome	5. The economy is diverse and thriving	
	BO23	Economic growth is supported
Corporate Outcome	6. We have infrastructure that supports sustainable growth	
	BO24	Waste is disposed of sustainably
	BO15	Argyll and Bute is open for business
	BO25	Access to and enjoyment of the natural and built environments is improved
	BO26	People have a choice of suitable housing options

Making It Happen		
Corporate Outcome	7. Service delivery enablers	
	BO27	Infrastructure and assets are fit for purpose
	BO28	Our processes and business procedures are efficient, cost effective and compliant
	BO29	Health and safety is managed effectively
	BO30	We engage with our customers and staff
	BO31	We have a culture of continuous improvement
	BO32	Our workforce is supported to realise its potential

Relationship between Corporate Priorities, Corporate Outcomes, Business Outcomes and existing Service Outcomes

CORPORATE PRIORITY	A place people choose to learn
Corporate Outcome	Education, skills and training maximises opportunities for all
Business Outcome	Adults are supported to realise their potential.
<i>Current Service Outcome</i>	<i>CC03: Our adults are supported to access learning opportunities through which they gain skills and confidence to participate fully in their work, family, community and social lives.</i>
Business Outcome	Primary school children realise their potential.
<i>Current Service Outcome</i>	<i>ED01: Primary school children are enabled to increase levels of attainment and achievement and realise their potential.</i>
Business Outcome	Secondary School children realise their potential.
<i>Current Service Outcome</i>	<i>ED02: Secondary School children are enabled to increase levels of attainment and achievement and realise their potential.</i>
	<i>ED08: Young people have the opportunity to access accredited wider learning opportunities.</i>
Business Outcome	Our young people participate in post-16 learning, training or work
<i>Current Service Outcome</i>	<i>ED05: An effective system for Opportunities for All will operate in all Secondary schools.</i>

CORPORATE PRIORITY	A place people choose to live
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Corporate Outcome	Children and young people have the best possible start
Business Outcome	The support needs of children and their families are met
<i>Current Service Outcome</i>	<i>ED07: Young children and their families are given assistance to help them achieve the best start in life, ensuring compliance with legislative requirements.</i>
	<i>GL04: The best interests of children at risk are promoted</i>
Business Outcome	Improved lifestyle choices are enabled
<i>Current Service Outcome</i>	<i>FS01: Children are healthier because nutritionally balanced school meals are available to as many pupils as possible, and uptake is encouraged.</i>
Business Outcome	We wholly embrace our Corporate Parenting responsibilities
<i>Current Service Outcome</i>	<i>ED04: The educational additional support needs of children and young people are effectively met, ensuring compliance with legislative requirements.</i>

Corporate Outcome	People live active, healthier and independent lives
Business Outcome	Benefits are paid promptly and accurately
<i>Current Service Outcome</i>	<i>CS01: Benefits are paid promptly whilst minimising fraud</i>
Business Outcome	Lifelong participation in sport and physical activity are increased
<i>Current Service Outcome</i>	<i>CC01: Our young people are supported to lead more active and healthier lives - Moved from Outcome 3</i>
	<i>CC02: Raised lifelong participation levels in sport and physical activity to enable us to lead more active healthier lives</i>
Business Outcome	Information and support are available for everyone
<i>Current Service Outcome</i>	<i>CS08: Financial and digital inclusion barriers are removed from disadvantaged citizens through effective joint working</i>
	<i>PR02: Empowered, confident customers capable of successfully exercising their legal rights and accessing advise / support</i>

Business Outcome	Prevention and support reduces homelessness
<i>Current Service Outcome</i>	<i>CC04: Less people will become homeless each year in A&B as a result of our proactive approach to prevention & support</i>
Business Outcome	The health of our people is protected through effective partnership working
<i>Current Service Outcome</i>	<i>PR08: Protect the health of our communities through effective partnership working.</i>

Corporate Outcome	People live in safer, stronger communities
Business Outcome	High standards of Public health and health protection are promoted
<i>Current Service Outcome</i>	<i>PR03: We secure standards relating to public health and health protection through working with businesses, partner agencies and the public through risk based proportionate enforcement</i>
	<i>PR06: We live and work in an environment which is safe, promotes health and supports the local economy</i>
Business Outcome	Information and support are available for our communities
<i>Current Service Outcome</i>	<i>CC06: Our Third sector and communities have access to information and support which will enable them to engage more fully in developing communities</i>
Business Outcome	Quality of life is improved by managing risk
<i>Current Service Outcome</i>	<i>GL03: Improved quality of life and reduced risks for residents and visitors</i>
	<i>GL07: Communities and employees are prepared to deal with major incidents</i>
Business Outcome	Our assets are safe, efficient and fit for purpose
<i>Current Service Outcome</i>	<i>FS02: Communities are safer and more successful through improved facilities</i>
	<i>FS03: We contribute to the sustainability of the local area</i>
	<i>FS04: School and public transport meets the needs of communities</i>
Business Outcome	Our built environment is safe and improved
<i>Current Service Outcome</i>	<i>PR04: The health, safety, welfare and convenience of people in and around buildings is protected and improved</i>

Business Outcome	Our communities benefit from the development of renewables
<i>Current Service Outcome</i>	<i>ET03: Renewables are further developed in the area in partnership for the benefit of our communities</i>
Business Outcome	Our transport infrastructure is safe and fit for purpose
<i>Current Service Outcome</i>	<i>RA01: Proportionate, safe and available roads infrastructure</i>
	<i>RA02: Roads maintenance strategies prioritise routes which are likely to contribute to economic growth and improved quality of life.</i>
	<i>RA07: Safe and available piers, harbours and slips to support the ferry services, fishing industry, commercial activity and tourism/leisure. / Marine Services - maintenance and management of piers, harbours and slips.</i>
Business Outcome	Quality culture, archives, libraries and museums are provided to promote wellbeing
<i>Current Service Outcome</i>	<i>CC08: Improved literacy, health and wellbeing by providing access to quality culture, archives, libraries and museums</i>
Business Outcome	The third sector has increased capacity to support sustainable communities
<i>Current Service Outcome</i>	<i>ET04: Harness the potential of the third sector and increase their capacity to deliver sustainable communities</i>
Business Outcome	There is no place for discrimination and inequality
<i>Current Service Outcome</i>	<i>IH02: We , as a council recognise and tackle discrimination and promote equality</i>

CORPORATE PRIORITY	A place people choose to work and do business
Corporate Outcome	The economy is diverse and thriving
Business Outcome	Economic growth is supported
<i>Current Service Outcome</i>	<i>CS02: Businesses are supported in claiming Non-Domestic Rates (NDR) relief</i>
	<i>CS03: Opportunities for SMEs to sell services to the Council are maximised and all suppliers paid promptly</i>
	<i>GL6: Timely provision of liquor licences and Civic Government licences to the public - Moved from Outcome 7</i>
	<i>ET01: Sustainable economic growth in Argyll and Bute</i>
	<i>PR01: The local economy is improved through the delivery of sustainable development</i>
Corporate Outcome	We have infrastructure that supports sustainable growth
Business Outcome	Access to and enjoyment of the natural and built environments is improved
<i>Current Service Outcome</i>	<i>PR05: We have improved and enhanced our access and enjoyment of the natural environment and built heritage.</i>
	<i>RA05: Streets are maintained to a clean standard</i>
Business Outcome	Argyll and Bute is open for business
<i>Current Service Outcome</i>	<i>ET02: Argyll and Bute is better connected, safer and more attractive</i>
	<i>PR07: The creation of well-designed and sustainable places where people are able to access employment, housing, recreation opportunities supported by essential services and necessary infrastructure.</i>
	<i>RA04: Projects delivered to time, budget and specification</i>
Business Outcome	People have a choice of suitable housing options
<i>Current Service Outcome</i>	<i>CC07: People successfully access a choice of suitable & affordable housing options in the area that they want to live and can participate in the housing market</i>
Business Outcome	Waste is disposed of sustainably
<i>Current Service Outcome</i>	<i>RA06: We continue to recycle and divert waste from landfill / Sustainable disposal of waste</i>

CORPORATE PRIORITY	Making It Happen
Corporate Outcome	Service delivery enablers
Business Outcome	Health and safety is managed effectively
<i>Current Service Outcome</i>	<i>IH01: Managers are enabled to manage health and safety effectively</i>
Business Outcome	Infrastructure and assets are fit for purpose
<i>Current Service Outcome</i>	<i>CS06: IT applications and infrastructure are available to users when they want to use them, and meet business needs</i>
	<i>RA03: Council vehicle and plant maintained to a high standard and are available to provide and deliver services</i>
Business Outcome	Our processes and business procedures are efficient, cost effective and compliant
<i>Current Service Outcome</i>	<i>CC05: Argyll and Bute's economic success is built on a growing population - Moved from outcome 5</i>
	<i>CS04: Income from local taxes and sundry debtors is maximised and properly controlled</i>
	<i>CS05: Increased value is delivered from procurement, with key contracted services of better quality and effectiveness - Moved from Outcome 5</i>
	<i>CS07: Customers (internal and external) can access council services more easily and these services are of better quality</i>
	<i>GL1: A high quality support and governance framework enables open and transparent decision making to take place</i>
	<i>GL2: Council compliance with governance and information management arrangements</i>
	<i>GL5: Provision of high quality, timely legal advice and documentation</i>
	<i>SF01: Effective planning, reporting and management of finance, risk and money and capital market transactions</i>
	<i>SF02: Assurance is provided that financial and management controls are operating effectively</i>
	<i>IHR07: Provide high quality support services to our workforce</i>
Business Outcome	Our workforce is supported to realise its potential

<i>Current Service Outcome</i>	<i>ED06: Education staff have improved capacity for leadership, professional learning and knowledge. Moved from outcome 4.</i>
	<i>IHR06: Our workforce has the skills, knowledge and behaviours that support our culture and vision</i>
Business Outcome	We engage with our customers and staff
<i>Current Service Outcome</i>	<i>IHR03: Our customers and employees are informed and engaged.</i>
Business Outcome	We have a culture of continuous improvement
<i>Current Service Outcome</i>	<i>ED03: Education Central management team ensures continuous improvement in service delivery. Moved from Outcome 4</i>
	<i>IHR04: Improve the Council's efficiency and service delivery through the use of systems and frameworks.</i>
	<i>IHR05: Performance, continuous improvement and organisational change is developed and supported.</i>