

SERVICE PLANNING FRAMEWORK POLICY

Policy Reference No.	POL/257
File No.	HCC17/1028
Strategic Objective	5.3 Provide responsible and transparent governance, services and infrastructure which responds to and supports community needs.
Adopted by Council	11 December 2017
Re-Adopted	
Date for Review	28 February 2023
Responsible Officer	Manager Organisational Performance & Strategy
Department	Organisational Performance & Strategy

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1 POLICY STATEMENT

- 1.1 Council has a strong commitment to continuously plan, review and improve its services. In line with the Service Planning Principles (attached), Council will ensure community expectations and standards are met in a cost-effective manner, and that service outcomes are aligned to Council's long-term strategic objectives and comply with relevant legislation and policy.
- 1.2 Council's approach to service planning will be undertaken in line with Council's guiding principles of 'Sustainability' and 'Social Justice' and informed by Hume City's community expectations, as outlined in the long-term community plan, Hume Horizons 2040.

2 PURPOSE

- 2.1 The purpose of this policy is to establish a 'Service Planning Framework' which supports Council, and each service to:
 - 2.1.1 Determine the purpose and desired outcomes of each service, in line with Council's Strategic Objectives.
 - 2.1.1.1 In instances where services may not align with Council's Strategic Objectives, investigate reasons for any differences and determine Council's role and commitment in delivering the service moving forward.
 - 2.1.2 Ensure services meet the requirements of relevant Federal and State Government legislation, regulations and frameworks, and are delivered consistent with Council policies.
 - 2.1.3 Determine the level of community need and standards for the service being delivered, and consider if changes are required to current service provision levels or if additional/different services are required.
 - 2.1.4 Clarify 'Council's role' in the service, determine if Council is the most appropriate and cost-effective agency to deliver the service, and identify if the community's capacity to access other services or programs external to Council would better meet their needs.
 - 2.1.5 Consider, and as required seek, community/service user's feedback about the adequacy and satisfaction of services in responding to needs and expectations.
 - 2.1.5.1 In considering service user's needs and expectations, ensure services are being delivered in accordance with Council's Service First Customer Commitment Charter.
 - 2.1.6 Assess and monitor the effectiveness, efficiency and quality of the service delivery model.

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- 2.1.7 Identify service resource requirements for the longer term and consider what impact, if any, this will have on Council's long-term sustainability.
- 2.1.8 Consider, and if necessary take steps to manage risks and community impacts associated with delivering (or not delivering) the service.
- 2.1.9 Ensure services have appropriate measures in place to maintain key business activities, resources and services throughout a business interruption and minimise any adverse effects to the community or organisation.
- 2.1.10 Ensure that services are being delivered in a responsible, prudent and cost effective manner, providing value for ratepayer money.
- 2.1.11 Ensure that services have regard to, and meet the Best Value Principles, as outlined in the Local Government Act 1989 (see 6.1).

3 SCOPE

- 3.1 This policy applies to Councillors, the Senior Management Team and all Council Staff.

4 OBJECTIVE

- 4.1 The objectives of Council's Service Planning Framework are to:
 - 4.1.1 Develop a clear understanding and agreement on the purpose, scope and desired outcomes of Council's services.
 - 4.1.2 Identify service provision demands, trends and changes to ensure services continue to meet Council, community and organisational need, and understand the implications these have on both current and future service delivery.
 - 4.1.3 Assist in understanding the true cost, resources and benefits in delivering services.
 - 4.1.4 Support Council decision making with regards to:
 - The range, intent and scope of services Council provides
 - Resourcing services to achieve the community's long-term vision and aspirations, as outlined in Hume Horizons 2040.
 - 4.1.5 Inform sustainable financial planning of Council's budget and capital works program relative to supporting Council's service provision. Service Plans will inform asset management and planning, in accordance with the MAV STEP Program.

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- 4.1.6 Develop an evidence-based culture and commitment to regularly reviewing service delivery in a collaborative manner, consistent with the Hume Values.

5 POLICY IMPLEMENTATION

5.1 Prioritisation and scheduling of service reviews

5.1.1 Council's 'Service Planning Framework' will be progressively applied across all Council services, on a rolling four-year planning schedule.

5.1.2 The criteria used for prioritising services for the implementation of the 'Service Planning Framework' include:

- Council or CEO directive
- Financial pressures and considerations, including withdrawal or changes to external funding arrangements
- Legislative or regulatory changes
- Evidence of changing demands or priorities for services, including customer and community feedback
- Opportunities for improved (or new) service provision
- Organisational capacity, workloads and complementary activities.

5.1.3 The annual program of Service Plans will be developed with input from Councillors and the Senior Management Team.

5.2 Roles and responsibilities

5.2.1 A 'Charter of Responsibilities' will be developed at the commencement of each Service Planning process, in accordance with the Service Planning Charter of Responsibilities Template.

5.2.2 The 'Responsible Director/s' (defined in the 'Charter of Responsibilities') has the overall responsibility, in consultation with the Manager Organisational Performance & Engagement, for ensuring the quality and timely completion of service plans.

5.2.2.1 'Responsible Director/s' will ensure staff are appropriately resourced, supported and held accountable for meeting their duties as defined in the 'Charter of Responsibilities'.

5.3 Implementation, review and reporting of service plans

5.3.1 Implementation of the 'Service Planning Framework':

5.3.1.1 Service plans will be developed in accordance with this policy and the prescribed templates and guidelines issued by the Manager Organisational Performance and Engagement.

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5.3.1.2 As part of the planning process for each service, future service options will be prepared, and presented to EMT, and where relevant Council, for consideration and approval.

5.3.1.3 Each service will create a four-year Service Plan which captures any required changes to the service. This Service Plan will consider any future assets, workforce planning, collaboration, management requirements, partnerships with key stakeholders, and consider the long-term sustainability of Council.

5.3.1.4 During the development of a service plan, service managers will be required to provide EMT with progress updates on a regular basis in accordance with an agreed schedule.

5.3.2 Implementation of Service Plans:

5.3.2.1 Any Service Plan which requires changes to existing services should undergo appropriate community and/or stakeholder engagement before implementation, in accordance with Council's Community Engagement Framework.

5.3.2.2 Following approval or adoption of a Service Plan, service managers will be responsible for the ongoing implementation, review and progress reporting. Service Plans may cover responsibilities across a number of Departments and Function Areas, and will specify responsibility against each action.

5.3.2.3 Implementation of Service Plans will form part of Director's and Manager's Strategic Performance Objectives.

5.3.3 Review of Service Plans:

5.3.3.1 Approved or adopted Service Plans will be reviewed and updated by service Managers on a minimum annual basis to consider if there have been any significant changes or emerging issues.

5.3.3.1.1 Each Service will maintain a rolling four year service plan.

5.3.3.2 Each Service will undergo an in-depth review and redevelopment of their service plan every four years, in accordance with the 'Service Planning Framework' schedule, or earlier if required.

5.3.4 Service Managers will be required to prepare annual progress updates on the implementation of approved/adopted Service Plans by 31 October each year for Council and other key stakeholders as applicable.

5.4 Council engagement

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5.4.1 Three major engagement processes will be held with Councillors as part of the development of each Service Plan. Councillors will be provided with documentation and their guidance will be sought following the completion of:

1. Service Planning Stage 1 (Service Description) – for guidance on the proposed Service Scope and Service Outcomes, including areas of interest for further investigation or consideration.
2. Service Planning Stage 4 (Service Analysis) – for guidance on the preferred service direction and key recommendations.
3. Completion of draft Service Planning Stage 5 (Service Plan) – for guidance on the proposed 4-year Service Plan, including resource implications.

5.4.2 Additional guidance with Councillors may be undertaken during the development of Service Plans as requested by Councillors or as required, including Councillor Portfolio briefings.

5.5 Adoption or approval of 4-year Service Plans

5.5.1 Four-year Service Plans for 'External Services' (defined by the Service Map) will be presented to Council for adoption at the conclusion of the Service Planning process.

5.5.1.1 In adopting Service Plans, Council must ensure services are adequately resourced and that "...the resources required for the plan are consistent with the Strategic Resource Plan".

5.5.2 Four-year Service Plans for 'Internal Services' (defined by the Service Map) can be approved by EMT following completion of Section 5.4.1 of this policy.

5.5.2.1 Consistent with the Local Government Act 1989, EMT will ensure that Service Plans approved by EMT are adequately resourced and that "...the resources required for the plan are consistent with the Strategic Resource Plan".

5.5.2.2 Where there is a major change to an 'Internal Service' that is likely to impact on the delivery of services to the community, or if requested by Council, Council adoption of a four-year Service Plan will be required.

5.5.3 The Service Plan's 'Relevant Director/s' may approve updates to adopted Service Plans in accordance with Section 5.3.3 without the need for re-adoption from Council (if applicable) for a period of up to four years following Council adoption. Changes must remain consistent with the Service Plan's direction, key recommendations and resource commitments.

5.5.3.1 If a review in accordance to Section 5.3.3 demonstrates that significant changes are required to the service direction and is inconsistent with those adopted by Council (if applicable), a new Service Plan is to be

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developed in accordance with this Policy and a new four-year Service Plan is to be adopted by Council.

6 DEFINITIONS AND ABBREVIATIONS

6.1 **Best Value Principles** – refers to the principles outlined in Section 208B of the Local Government Act 1989 which councils are required to comply with when reviewing and planning Council’s services and activities. Under the Act, these principles state that:

- a) all services provided by a Council must meet the quality and cost standards required by section 208D;
- b) subject to sections 3C(2)(b) and 3C(2)(e), all services provided by a Council must be responsive to the needs of its community;
- c) each service provided by a Council must be accessible to those members of the community for whom the service is intended;
- d) a Council must achieve continuous improvement in the provision of services for its community;
- e) a Council must develop a program of regular consultation with its community in relation to the services it provides;
- f) a Council must report regularly to its community on its achievements in relation to the principles set out in paragraphs (a), (b), (c), (d) and (e).

6.2 **Community expectations** – outline the community’s long-term aspirations and goals, as outlined in Hume Horizons 2040. Council’s Strategic Objectives are aligned with community expectations and are progressively implemented via the Council Plan and Service Plans.

6.3 **Comparative choice analysis** – is the comparison of two or more alternative options or approaches on how a service could be delivered into the future, with consideration to future demand and requirements and Council policy objectives. One of these options may be to maintain the status of the service in its current form. This analysis would consider the pros and cons of each approach moving forward before making a recommendation.

6.4 **Council’s role** – categorises the role Council has in delivering services and achieving community expectations. These can be defined as:

- Statutory Authority – Council has a legislated responsibility under Victorian Law to ensure compliance and delivery the service.
- Service Provider – Council is a leading provider of the service which supports community expectations. Responsibility for providing these services is often shared between Council and other organisations.

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- Facilitator – Council facilitates, partners and plans with other service providers to achieve community expectations.
 - Advocate – Council’s primary role is to advocate on behalf of (and represent) the community to other levels of government, service providers and business organisations to achieve community expectations.
- 6.5 **Functional Areas** – represents the way the organisation manages the financial and human resources of the organisation, normally reflecting organisational structure at a Coordinator or Team Leader level. Typically a function area may be defined by the number of Equivalent Full Time (EFT) staff, budget, legislative or regulatory requirements, profession/skill-base of staff or asset/area based.
- 6.6 **Scope** – defines the parameters and focus of each service planning review process. The service scope is developed during Stage 1 (Service Description) of the service planning process.
- 6.7 **Senior Management Team** – refers to the Chief Executive Officer, Directors and Managers (Senior Officers of Council).
- 6.8 **Service** – a group of programs, activities and projects (irrespective of organisational structure and lines of reporting) which collectively aim to achieve similar overarching outcomes or objectives and are primarily focused towards a shared customer group. Services have been defined in the Service Planning Framework via the ‘Service Planning Service Map’ document.
- 6.9 **Service delivery model** – describes where, when and how the activities and programs of a service are delivered.
- 6.10 **Social Justice** – Council’s commitment to social justice seeks to advance a fair and just society and promote respect for every citizen with a key focus on reducing disadvantage, increasing community participation and wellbeing which will be actively encouraged and strengthened.
- 6.11 **Service Level** – defines the amount of activity (or standards) provided by a service. In some cases this may include quantitative descriptors of quality standards and qualitative statements outlining minimum expectations.
- 6.12 **Strategic Objectives** – are the outcomes Council is seeking to achieve as outlined in the Council Plan (and *Hume Horizons 2040*).
- 6.13 **Service Outcomes** – define the broad population-based results/objectives a service is intended to achieve.
- 6.14 **Service Plan** – is a four year action plan developed during the final stage of the service planning framework. The Service Plan outlines any actions a service is required to

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undertake in the next four years in response to reviewing their service and ensuring the service is aligned to Council's Strategic Objectives and responds to community need.

- 6.15 **Service Planning Framework** – is the policy, 'service map', guidelines, templates and tools which outline a consistent approach to performing service analysis and future service planning across all areas of Council.
- 6.16 **Service type** – services have been broadly categorised into three service types, those being: 'External' services which cover services which are community facing and primarily deliver programs and activities to external target groups (non-Council); 'Internal' services which deliver programs and activities primarily to support the delivery of external services; and 'Mixed' services which provide both internal and external service delivery.
- 6.17 **Strategic Performance Objectives** – are the objectives that form part of the performance management process that measures CEO, Directors and Managers progress towards the achievement of Council's organisational and community objectives.
- 6.18 **Sustainability** – social, financial and environmental resources will be utilised in a fair, responsible, transparent and efficient way.

Council's commitment to sustainability will ensure we are living within the limits of the systems on which we depend and that future generations can also enjoy good quality of life and fulfil their potential.

- 6.19 **Workforce planning** – is the process of determining the human resources (staffing) required to support the delivery of services with consideration to future service demand and service delivery models. This should sustainably consider both the numbers and skill requirements of staff needed to support Council's Strategic Objectives now and into the future.

7 RELATED DOCUMENTS

- 7.1 Service Planning Principles (Attached)
- 7.2 Service Planning Charter of Responsibilities template
- 7.3 Service Planning Templates
- 7.4 Service Planning 'Service Map'

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- 7.5 Local Government Act 1989
- 7.6 Local Government (Planning and Performance) Regulations 2014
- 7.7 Victoria Charter of Human Rights and Responsibilities Act 2006
- 7.8 National Competition Policy
- 7.9 Hume Horizons 2040
- 7.10 Hume Horizons 2040 Community Indicators Framework
- 7.11 Council Plan 2017-2021
- 7.12 Social Justice Charter
- 7.13 Risk Management Policy
- 7.14 Risk Management Framework
- 7.15 Business Continuity Plan
- 7.16 Community Engagement Framework
- 7.17 Service First Customer Commitment Charter
- 7.18 Asset Management Plans (various)
- 7.19 Hume Development Goals and Framework (2015)
- 7.20 Pathways to Sustainability Framework 2015-2019
- 7.21 Climate Adaptation Plan
- 7.22 Hume Values

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ATTACHMENT ONE: SERVICE PLANNING PRINCIPLES

1. PURPOSE

This document outlines the 'Service Planning Principles' to be adhered to during the development of Service Plans. This document should be read in conjunction with the *Service Planning Framework Policy* (Policy Reference Number POL/257).

2. PRINCIPLES

Council's 'Service Planning Framework' aims to achieve the following service planning principles:

2.1. Outcome focused services

Council will regularly review its service delivery to ensure services are strategically aligned to Council's Strategic Objectives and have clear and measurable outcomes which respond to community expectations.

2.2. Responsive and accessible services

Council will regularly review its role in delivering services to ensure current and future needs are being met. In delivering services, Council will not duplicate services already being adequately met by other service providers or agencies, and will aim to determine the most effective role it can plan in ensuring community needs are being responded to.

2.3. Sustainable and socially just services

Council will regularly review its services to ensure Council's ongoing financial, social and environmental sustainability and ensure services achieve Council's commitment to Social Justice in the advancement of a fair and just society; respecting every citizen. Council should consider the long term sustainability implications of any service change and its impacts on the community, including adherence to Victoria's Charter of Human Rights and Responsibilities.

2.4. Evidence driven services

Council will regularly review its services to ensure services are planned on the basis of evidence and are being delivered in an effective and efficient manner. Council will not commit to new services or make changes to existing services without effective service planning that considers Council's broader service delivery context and impacts on the community.

2.5. Appropriately resourced services

Council will commit to providing the appropriate resources required to meet agreed service levels determined during service planning. The allocation of resources across services should be done with consideration to ensuring the largest possible benefit for the community and minimising the long-term financial burden on Council and the wider Hume community.



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2.6. Sustainable assets that support services

Council will commit to responsible service planning that drives decisions regarding the renewal, upgrade or construction of new assets relative to supporting Council's service provision. Decisions about assets supporting services should be made with a clear understanding to the degree for which Council is responsible for meeting community need and how these assets will support the achievement of Council's Strategic Objectives and the community expectations.