

HUME CITY COUNCIL

Service Management Policy

Policy reference No:	POL/257
File No:	HCC17/1028
Strategic objective:	4.1 A high performing organisation that prioritises continuous improvement, safety and accountability
Adopted by Council:	11 December 2017
Re-Adopted:	10 March 2026
Date for review:	March 2030
Responsible officer:	Manager Organisational Performance and Strategy
Department:	Organisational Performance and Strategy

Service Management

1. Policy statement

- 1.1. Council is committed to:
 - 1.1.1. managing its services in accordance with the Service Performance Principles in the *Local Government Act 2020 (Act)*
 - 1.1.2. taking a consistent and evidence-based approach to the management of its services to ensure they meet customer and community needs and are financially sustainable, now and into the future
 - 1.1.3. ensuring its services collectively provide the highest benefit for the community as Hume City continues to grow.

2. Purpose

- 2.1. The purpose of this policy is to:
 - 2.1.1. outline Council's approach to service management, which includes the planning, review and improvement of services
 - 2.1.2. ensure service management is integrated with asset, financial and workforce planning.

3. Scope

- 3.1. This policy applies to all services delivered by, or on behalf of, Council including:
 - 3.1.1. **Council services** – services that Council provide for the community
 - 3.1.2. **Corporate services** – staff-facing services that support delivery of Council services.
- 3.2. This policy also applies to all activities relating to service management.

4. Principles

- 4.1. Council's approach to service management is guided by the following principles:
 - 4.1.1. Services are aligned to Council's strategic direction
 - 4.1.2. Services are managed from a customer and community perspective, not by the organisational structure
 - 4.1.3. Services are managed in a way that proactively considers how they connect and influence each other
 - 4.1.4. Services respond to customer and community needs, are accessible, equitable and continue to advance social justice outcomes
 - 4.1.5. Services are environmentally sustainable and consider climate change

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- 4.1.6. Services are planned, delivered and reviewed based on evidence, including research, data and insights
- 4.1.7. Services are continuously improved, seeking to be efficient and financially sustainable, now and into the future
- 4.1.8. Service management is integrated with asset, financial and workforce planning.

5. Objective

- 5.1. The objective of this policy is to ensure that:
 - 5.1.1. Council is effectively planning, reviewing and improving its services in accordance with the Act and Council's Service Management Framework
 - 5.1.2. the services that Council delivers collectively provide the highest benefit for the community and are financially sustainable.

6. Service management approach

- 6.1. Council's service management approach is set out in a **Service Management Framework**, made up of the following five components:
 - 6.1.1. **Service Catalogue** which lists all current Council services and enabling corporate services. It is organised from a service perspective, not by the organisational structure and is set out in the following hierarchy:
 - a) **Service Group** – a collection of strategically-aligned services that contribute to shared long-term outcomes.
 - b) **Service** – a collection of complementary sub-services (usually provided by two or more business units) that work together to meet customer and community needs.
 - c) **Sub-service** – The provision of a program, activity or asset-type to meet customer and community needs and are categorised as either, mandatory or discretionary.
 - (i) Mandatory sub-service – where Council is required by legislation to:
 - be a statutory authority: to enforce laws or regulations (e.g. local laws, building control).
 - deliver a statutory activity (e.g. residential rubbish collection, domestic animal management).
 - (ii) Discretionary sub-service – where Council is not mandated by legislation to provide the sub-service. The drivers for these sub-services are outlined in the Service Profile (e.g. community need or market failure).

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- 6.1.2. **Service Profiles** are a snapshot of each service and sub-service's delivery model, customers, performance measures, revenue, expenses, assets and workforce. Service Profiles are updated annually.
- 6.1.3. **Service Group Strategies** which articulate the 10-year strategic direction and outcomes of a service group. Service Group Strategies are uncosted.
- 6.1.4. **Service Plans** which are fully costed four-year implementation plans for how all contributing business units will work together towards the achievement of the Service Group Strategy. Service Plans will identify continuous improvement actions that focus on equity, responsiveness, accessibility, quality and cost.
- 6.1.5. **Service Reviews** is an in-depth systematic process to assess the delivery, performance and benefit of a service or sub-service. It analyses the strategic alignment and operation of the service or sub-service, and results in evidence-based recommendations.
- a) Service Reviews can occur at any point in the four-year service management cycle
 - b) Service Reviews can only be undertaken after a scoping paper has been approved and Council has been consulted
 - c) Service Reviews may be triggered by one or more of the following:
 - External triggers:
 - Changes in legislation or regulation
 - Changes in government grants or funding
 - Opportunities for new partnerships, innovation or technology
 - Significant changes in customer satisfaction, demographics or community needs
 - Findings from external audits
 - Factors that influence Council's service delivery capacity
 - Internal triggers:
 - Changes in Council's strategic direction
 - Findings from internal audits
 - Service Profile data analysis
 - Service Plan actions.

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7. Roles and responsibilities

7.1. This policy sets out the following roles and responsibilities for the implementation of Council's Service Management Framework.

Role	Responsibilities
Council	<ul style="list-style-type: none"> • Reviews and adopts the Service Management Policy • Reviews and adopts the Service Catalogue and Service Group Strategies for Council services • Reviews and considers Service Review recommendations that may result in a significant change to a service
Executive Leadership Team	<ul style="list-style-type: none"> • Sponsors the implementation of service management across the organisation • Consults Council on proposed Service Reviews and scope • Approves Service Profiles, Service Plans and Service Review scoping papers
Service Owners	<ul style="list-style-type: none"> • Implements the Service Management Policy • Contributes to the development of Service Profiles and Service Group Strategies • Leads the development and implementation of Service Plans, including implementation monitoring and reporting • Contributes to the Service Review process
Department Managers	<ul style="list-style-type: none"> • Contributes to the development of relevant Service Profiles, Service Group Strategies, Service Plans and the Service Review process • Contributes to the implementation of Service Plans • Supports relevant staff to participate in service management activities
Organisational Performance and Strategy Department	<ul style="list-style-type: none"> • Maintains the Service Management Policy • Guides and supports the organisation to implement service management • Leads the development of Service Profiles and Service Group Strategies (in partnership with Service Owners and Department Managers) • Facilitates the development of Service Plans • Leads the Service Review process, including the development of scoping papers • Monitors Service Profiles to identify if a Service Review may be required
Council Officers	<ul style="list-style-type: none"> • Participates in service management activities

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8. Definitions and abbreviations

- 8.1. **Business unit** – a tier within the organisational structure that sits within a department and is managed by a Coordinator who reports to a Manager.
- 8.2. **Community** – refers collectively to the people of Hume City, including those who visit or have an interest in the municipality.
- 8.3. **Customer** – the direct users of Council or corporate services, including both active and passive service interaction.
- 8.4. **Department** – part of the organisational structure that sit within a directorate and is managed by a Manager. Business units and teams are part of departments.
- 8.5. **Council service** – services that Council provide for the community.
- 8.6. **Corporate service** – staff-facing services that support delivery of Council services.
- 8.7. **Local Government Act 2020 Service Performance Principles** (s106) state that councils must plan and deliver services in accordance with the following:
- Services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community
 - Services should be accessible to the members of the municipal community for whom the services are intended
 - Quality and costs standards for services set by the Council should provide good value to the municipal community
 - A council should seek to continuously improve service delivery to the municipal community in response to performance monitoring
 - Service delivery must include a fair and effective process for considering and responding to complaints about service provision.
- 8.8. **Service Management Framework** – details the process, methodology and requirements to undertake service management.
- 8.9. **Service Owner** – a Manager who is accountable for a service, including its planning, implementation and reporting.

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9. Related documents

9.1. Relevant legislation

9.1.1. *Local Government Act 2020*

9.2. Relevant Hume City Council plans and policies

9.2.1. Financial Plan

9.2.2. Asset Plan

9.2.3. Workforce Plan

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