



## CITY OF ST. ALBERT CITY COUNCIL POLICY

NUMBER	TITLE
<b>C-CAO-15</b>	<b>Program and Service Review</b>
ORIGINAL APPROVAL DATE	DATE LAST REVISED
C564-2011 – September 6, 2011	November 14, 2016

### **Purpose**

To have in place a framework for the ongoing review of City programs, services and associated service levels that are responsive to community needs and to maintain and approve program and services efficiency.

### **Policy Statement**

Program and service reviews are a regular part of the City's ongoing operations. The services and existing service levels are documented in the "Services and Service Levels Inventory" which is reviewed and updated on an annual basis.

### **Definitions**

"City" means the municipal corporation of the City of St. Albert.

"Continuous Improvement" means the process of systematically analyzing and reducing redundancies, raising productivity, and adjusting practices to complement the changing organizational environment (including the needs of residents, clients, businesses, visitors and employees).

"Review" means an analysis of programs and services, service levels, procedures and operations and/or performance of an organization to evaluate the adequacy of resources, processes and systems, the service or program offering.

"Program" refers to a collection of services that contribute to achievement of shared outcomes. Programs may be external (resident/community) facing or internal (employees) facing.

"Service" means the provision of specific outputs that address the needs of recipients (residents/clients/businesses, etc.) and/or identified program goals. Services may be delivered to either external (resident/community) or internal stakeholders (employees).

“Service level” is an expected level of performance of a service to be delivered. It establishes an expectation for the service recipient; a commitment to a specified level of performance that is measurable, to the best of its ability.

“Service standard” is a defined quality of service that a service recipient may expect. This quality of service may be defined by a recognized external organization.

“Services and Service Levels Inventory” is a Council-approved document that contains an inventory of services delivered by the City and documents the associated service levels.

## **Responsibilities**

City Council shall:

- a. Annually review the Services and Service Levels Inventory and identify priorities for the review of external programs, services and service levels, at a time appropriate for inclusion into the business planning and budget processes.
- b. Provide sufficient resources to support all Council-approved reviews.
- c. Approve services and service levels, by resolution.

The City Manager shall:

- a. Foster a culture of continuous improvement within the City and initiate the review of internal and external programs/services to continually improve service delivery.
- b. Maintain a minimum three-year rolling plan for service reviews, which is used to inform the annual presentation of any proposed external program and/or service review(s) to Council during the annual Council Strategic Planning and Priority Setting meeting.
- c. Ensure there is a systematic process in place that assists Council in determining a schedule of matters to be reviewed.
- d. Ensure approved program and/or service reviews have a detailed schedule and/or project plan and where appropriate, a stakeholder participation plan.
- e. Ensure that Council is informed of all schedules and plans referred to in City Manager Responsibilities Section “c”, above.
- f. Identify resources required to implement recommendations based on review findings, and if required, prepare a business case or capital charter for Council’s consideration during the City’s regular business planning and budget process in cases where the requirements of a Council-approved review exceed Administration’s existing capacity or resources.

- g. Ensure that, when deemed appropriate, residents, clients, stakeholders and administration have opportunities to provide input during the review process.
- h. Ensure an updated Services and Service Levels Inventory, amended to include service and service level changes enacted by Council resolution, is presented to Council for their consideration and approval, annually, by the end of quarter one.
- i. Facilitate ongoing communication with Council by presenting business case(s) and project plans for approval and providing information about project plans, including progress updates and where appropriate, final reports with recommendations, which may include changes to services and service levels.

### **Service Standards/ Expectations**

- a. Council members may, by resolution, initiate a review of an external program/service. The timing of such a resolution should align with the annual business planning and budget process so that reviews take place in the following year, ensuring that Council directed reviews are within Administration's work plan and any resources required to support the work are budgeted.
- b. Public participation and resident/stakeholder feedback/input may be one of the inputs used to establish priorities for service review(s).
- c. Administration shall prepare business cases or capital charters for Council's consideration during the regular business planning and budget process when the resources required to conduct a review exceed the existing resources.
- d. Timing for reviews requiring approval of, or requests for additional resources are preferred to align with the business planning and budget process so, if resources are approved, a review can take place the following year.
- e. Program and service reviews may include formally establishing service levels of existing services, to ensure that the Services and Service Levels Inventory continues to evolve.
- f. Reviews shall utilize performance data and where comparable data exists, may include periodic benchmarking with other comparable municipalities as a means of identifying areas in need of further investigation of potential service standard or level.
- g. Updates on the progress and/or outcomes of reviews shall be provided to Council either through a final report following the review or through corporate quarterly reports.

## **Cross References**

1. City Council Policy C-CG-02 City of St. Albert Strategic Plan
2. City Council Policy C-CG-06 City of St. Albert Strategic Framework
3. City Council Policy C-FS-05 Budget and Taxation Guiding Principles.
4. City Manager Bylaw 12/2002