



## Legislation Details (With Text)

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**Title:** Policy C-CAO-15 - Program and Service Review  
Presented by: Darija Slokar, Lead, Corporate Business Planning and Special Projects

**Sponsors:**

**Indexes:**

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**Attachments:** 1. C-CAO-15 Program and Service Review Policy, 2. C-CAO-15 Program and Service Review Policy (tracked changes)

Date	Ver.	Action By	Action	Result
1/23/2017	1	City Council	approved	Pass
1/23/2017	1	City Council	approved	Pass

**TAMRMS#: B06**

### Policy C-CAO-15 - Program and Service Review

Presented by: Darija Slokar, Lead, Corporate Business Planning and Special Projects

## RECOMMENDATION(S)

That Council Policy C-CAO-15 Program and Service Review, as attached to the January 23, 2017 Council Agenda Report "C-CAO-15 Program and Service Review Policy", be approved.

## PURPOSE OF REPORT

The purpose of the report is to present to Council for approval Council Policy C-CAO-15 Program and Service Review that has been updated with comments received from Council Members. Approval of this policy will ensure that programs and services meet the community's needs and expectations as set by Council. The policy sets direction and a systematic approach for service and service levels reviews.

## COUNCIL DIRECTION

On November 28, 2016, Council passed the following motions:

### (AR-16-254)

"That the Services and Service Levels Inventory, provided as an attachment to the November 28, 2016 agenda report entitled "Council Approval - Services and Service Levels Inventory and Related Policies" be approved, and that the Inventory be added to City Council Policy C-FS-05 Budget and Taxation Guiding Principles as Schedule A."

That City Council Policy C-FS-05 Budget and Taxation Guiding Principles, provided as an attachment to the November 28, 2016 agenda report entitled "Council Approval - Services and Service Levels Inventory and Related Policies", be approved.

That Council Members provide comments to Administration on the proposed City Council Policy C-CAO-15 Program and Service Review Policy, provided as an attachment to the November 28, 2016 agenda report entitled "Council Approval - Services and Service Levels Inventory and Related Policies", by December 12, 2016, and that Administration bring back the proposed policy for Council consideration by January 23, 2017."

## BACKGROUND AND DISCUSSION

On November 28, 2016 Council approved the Services and Service Levels Inventory. At the same time, Administration revised Council Policy C-CAO-15 Continuous Improvement Review Program into a proposed Council Policy C-CAO-15 Program and Service Review, and updated Council Policy C-FS-05 Budget and Taxation Guiding Principles based on the guiding principles approved by Council on August 29, 2016. The two policies help embed Services and Service Levels Inventory and associated practices into City's business plan and budget processes.

The Program and Service Review Policy, along with a City Manager Directive will provide direction and standardized process for program and service review that will be rolled out for consistent implementation across the organization. The policy and directive will enhance, standardize and formalize processes for program and service reviews as well as maintenance of the Services and Service Levels Inventory, including establishing service levels for services that currently do not formally have them.

Council Members were asked to provide their comments/feedback on the draft C-CAO-15 Program and Service Review Policy by December 12, 2016. Comments were received from one Council Member. Changes have been tracked in red in the attached draft policy as well as incorporated into the final Policy C-CAO-15 Program and Service Review Policy, also attached to this report. Administration has a comment with regards to the following requested edit:

"Council members may, by resolution, initiate an external program/service review of an external program/service."

Admittedly, the use of the first "external" word is rather ambiguous as it could be read to mean hiring an external resource to conduct the review and it is a mistake to have it there in the first place. Regardless, the intent with the original wording was to reflect the delegation of authority to the City Manager with respect to programs and services pertaining to the corporation which are directed at employees. These are defined in the City Manager Bylaw and in C-CAO-01 City Manager Delegations; but there are several other policies where Council defines boundaries for internal matters, such as the human resources policies. To ensure the clarity is there, Administration recommends the following edit:

"Council members may, by resolution, initiate an **external** program/service review of external programs/services, **or internal programs/services as limited by the delegations to the City Manager or as consistent with other Council Policies.**"

Should Council support Administration's recommended edit, a resolution would be required to that effect; wording is provided below.

Next steps include formalizing a Clty Manager Directive that will provide operational direction to departments for the expectations and standardizing program and service reviews, including timelines.

## **STAKEHOLDER COMMUNICATIONS OR ENGAGEMENT**

Internal stakeholder engagement was completed prior to new policy being presented to Council.

It is intended that the Community Satisfaction Survey be the primary tool to gauge resident satisfaction with service levels. That feedback will be one of the inputs used as an indicator of service areas potentially requiring a review. Public input on select services at a high level will be planned through the biennial Community Satisfaction Survey and other public participation activities.

## **IMPLICATIONS OF RECOMMENDATION(S)**

Financial:

At this time, there are no financial implications; however, in the future, Administration may be required to bring forward business case(s) for reviews to take place if review exceeds the current organizational capacity.

Legal / Risk:

n/a

Program or Service:

The new policy provides direction and expectation for any future program and service reviews, which upon completion and Council approval may lead to changes and/or enhancements to programs and services and associated service levels.

Organizational:

Program and service reviews would be in addition to regular work of a department as they are currently not required to be undertaken. As a result, priorities may need to be shifted and employees assigned to lead review, if organizational capacity allows it. Depending on the scope of the review, Administration may require additional resources to complete approved review, which would be presented as resource requests through the annual budget process.

## **ALTERNATIVES AND IMPLICATIONS CONSIDERED**

Council may provide additional direction to incorporate additional changes into the proposed policy C -CAO-15 and request the revised policy be returned to Council at a later date.

Suggested wording for a motion to revise Standard a:

"That the first sentence of Standard a) be reworded to read: Council members may, by resolution, initiate a program/service review of external programs/services, or internal programs/services as limited by the delegations to the City Manager or as consistent with other

Council Policies."

## STRATEGIC CONNECTIONS

City of St. Albert Strategic Plan (Policy C-CG-02)

*Governance Strategy* - Council is committed to ensuring that the City of St. Albert is a responsive, accountable government that delivers value to the community.

*Service Delivery Strategy* - Council is committed to ensuring that the City of St. Albert is engaging residents to identify opportunities to improve delivery of services to the community.

- Establish service standards and levels, increase analytical depth and benchmark against comparable municipalities for all community facing services.

b) Corporate Objectives

- Deliver programs and services that meet or exceed our standards
- Exercise strong fiscal management
- Ensure our customers are very satisfied

c) Council Policies

- C-FS-05 Budget and Taxation Guiding Principles
- C-CG-06 Strategic Framework

Report Date: January 23, 2017

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