

Policy Review Project Final Close Out Report

Background

In 2018 November, the Priorities and Finance Committee (PFC) approved a Policy Review pilot project to be funded by the Council Innovation Fund (PFC2018-1300). In 2019 April, PFC received the details of the proposed scope, method and next steps in the implementation of the Policy Review Project (PFC2019-0160).

PFC/Council Direction 2018	Administration Actions 2019	Project Outcomes 2020
<p>Proposed a single pilot project to develop a scope and method for reviewing Council and Administration policies through a service-based lens that can potentially be applied to other service lines.</p>	<p>Problem Statement: Improve value of City services by identifying and resolving policy issues that act as barriers to outcomes for citizens and customers.</p> <p>Intended Results & Benefits:</p> <ul style="list-style-type: none"> improved customer experience more efficient City of Calgary operations develop a method that can be applied to other areas, supporting Administration's future efforts in the pursuit of these benefits in-house <p>Method: Adapted ZBR (<i>Understand, Discover and Develop</i>).</p>	<p>Pilots – two case studies using the adapted ZBR method:</p> <ul style="list-style-type: none"> <i>Tiering & Securities</i> evaluation and process improvements resulting in direct customer benefit (PUD2020-0285, 2020 March 4) <i>Social Well-Being Policy</i> review to address issues and challenges related to policy governance, implementation and management. <p>In addition, a new <i>Policy Management Framework</i> was developed using findings from the two case studies and KPMG's evaluation of The City's policy environment; it includes a draft implementation plan.</p> <p><i>Future opportunities identified</i> - application of adapted ZBR method provided proof of concept for addressing policy and service issues (to be stewarded through SAVE program in the interim).</p>
<p>Key will be the acquisition of an independent consultant to undertake the review.</p>	<p>Procured external consultant with experience in municipal government policy environment evaluation – KPMG.</p>	<p>KPMG evaluated The City's current policy environment, compared it to leading practice, developed a maturity assessment, document typology, governance model and related organizational structure, and recommended improvements to the overall policy lifecycle all culminating in a Policy Management Framework to strengthen policy management.</p>
<p>Council Innovation Fund - \$525,000 1FTE - \$225,000 Consultant - \$300,000 + 1 FTE from existing resources</p>	<p>1 Permanent FTE (funded from base budget) 1 Temporary FTE (\$150,000) Consultant (\$242,000)</p>	<p>Under budget \$133,000*</p>

* Updated budget numbers reflect final external consultant costs; \$18,000 lower than figures calculated for 2020 July 14 Priorities & Finance Committee briefing report (\$115,000).

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Progress Update

The Policy Review Project is now complete.

- Recommendations from the first case study – the Tiering & Securities evaluation – led to enhancements for customers entering into development agreements with The City by creating a right-sized risk profile, setting appropriate security rates, and reducing barriers to market entry. Process improvements included additional tiers and greater mobility between them based on developer performance. The new system, if applied to development agreements since 2015, would have freed \$150M in securities for the development industry.
- The second case study – Social Well-Being Policy review – resulted in recommendations to reduce complexity and provide greater clarity about the City’s social policy commitments. This pilot attempted to resolve Social Well-Being Policy ambiguity and bring clarity on what it was intended to achieve. The work focused on three specific areas – policy governance, implementation and management. Learnings will inform approaches to similar cross-corporate policy management efforts to ensure uniform application, adherence and success in achieving outcomes - this will result in better policy to drive better services.

Based on the case studies and the findings of KPMG, opportunities to improve The City’s overall management of policy were uncovered and a Policy Management Framework was developed. Recognizing complementary efforts on the Administration Policy Program within the Corporate Governance service line (Deputy City Manager’s Office (DCMO)), the Framework focused primarily on Council policy. However, it is specifically designed to integrate and align with that Corporate Governance policy work and other existing City processes and initiatives.

The Framework is intended to ensure a consistent approach to policy, act as a ‘Living Repository’ and central source of information providing consistent expectations on process, decisions and use of policy. Beginning with Council Policy, the Policy Management Framework creates the foundation for a consistent and strategic approach to managing the different policy and planning tools deployed by The City.

Going Forward

The Policy Management Framework will ensure consistency in policy development, management and coordination through improved governance. Overall, the Framework provides The City with the opportunity to fully understand its policy ecosystem, establishes tools to improve value of City services and can support potential future efforts to identify and resolve policy/other issues for citizens and customers.

Further development of an implementation plan will be undertaken by the City Clerk’s/DCMO working group within existing budgets. The implementation team will determine the most appropriate way to integrate the results of the Administration Policy Program with the Policy Management Framework. Implementation will be phased, beginning with Council Policy to create the foundation for a consistent and strategic approach to managing the different policy and planning tools deployed by The City. Integration with The City’s Performance Management System will also be considered, specifically where policy management has connections to strategic and business planning, and performance reporting. Ongoing work will be required in this regard with potential to be included as part of the next multi-year planning and budgeting cycle.

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Policy Management Framework

Implications & Benefits –

Implications

Working with Council

- A new approach to prioritizing Council Policy needs, and reporting on impact
- Reduced number of Council policies; distinguish “Council Procedures”
- Revised Council Policy review cycle, *Council Policy Program*

Leadership

- Governance to accelerate shift to service line leadership
- New policy coordination function, consistent expectations for Council Policy development and alignment

Administration

- Organizational changes to combine support for Council Policy and Administration Policy
- Structure and requirements to increase consistent use of Council Policy and other tools; Decision Criteria implemented
- Resourcing and leadership for implementation of Framework

Benefits

To The City as an Organization:

- ✓ Consistent use of policy, and clear distinctions between Council Policy and other tools.
- ✓ Defined processes, decision making, roles, and resources to support Council Policy work.
- ✓ Management and alignment of the whole suite of Council policies.

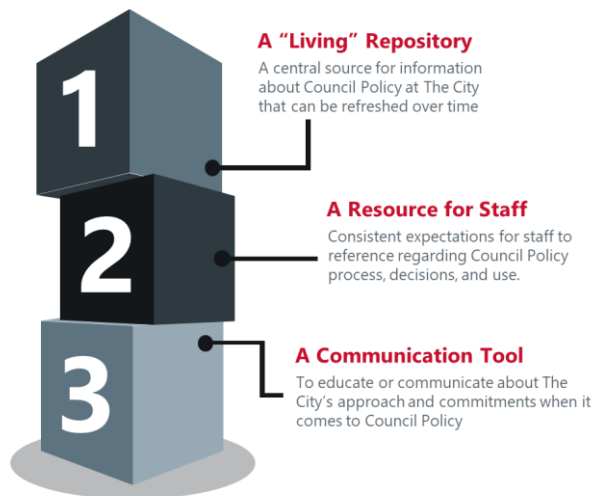
To Council:

- ✓ Clear roles and expectations when it comes to Council Policy.
- ✓ Avoid overlap and duplication of Council Policy directions. Policy is easier to apply to decision making.
- ✓ Ensure that Council Policy direction is documented and actively applied by Administration.

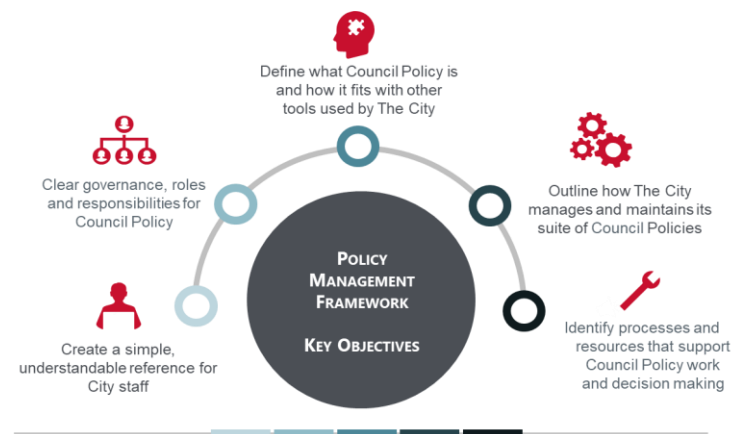
To the Public:

- ✓ Simple, clear approach to Council Policy.
- ✓ Clear line of sight between citizen priorities, policy, and services.
- ✓ Better policy drives better service.

Vision –



Purpose –



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Policy & Service Review

The adapted ZBR approach provided proof of concept as a method for addressing policy and service issues. There is now an opportunity to further explore and resolve policy and service issues using the adapted-ZBR approach of the case studies. Promising policy or service issues will be assessed through the SAVE program and evaluated against all other corporate opportunities. Those deemed by SAVE to have greatest benefit (including cost-reduction impact) will be pursued, meaning policy/service-related issues may or may not progress due to their relative priority. If opportunities are identified, Corporate Initiatives would support the relevant service line/business unit in the resolution of those issues within existing budgets and resources.

Below is the rationale and process for additional/ongoing Policy and Service Review efforts to be considered via the SAVE program.

