

## **Policy review proposal**

### **Outcome**

To improve the value that City services offer to citizens and customers by:

- identifying any issues with City policies that have a significant adverse impact on service delivery or customer experience;
- identifying solutions to address those issues;
- identifying what, if any, further ongoing work in this area would add value; and
- contributing to the development of the organization's capacity for continuous service improvement.

### **Objectives**

1. Determine which organizational policies need to be reviewed and updated to ensure that they reflect existing and emerging customer needs and priorities, organizational goals and legislative requirements, including considerations of whether policies:

- a) support the achievement of defined Council outcomes, including climate-related outcomes;
- b) are aligned, not duplicative or contradictory;
- c) are linked to the City services; and
- d) are clear, transparent and meeting intended objectives.

2. For the areas of greatest potential benefit, consider options and make recommendations for improvements.

### **Approach**

A four-step process is proposed as an approach which can be modified as needed:

1. As a first step, the following will be identified and confirmed:

- clearly defined problem statement;
- appropriate success measures and determination of the value of the exercise, including the definition and estimation of results and benefits that could be expected from addressing the issues identified;
- Determination of the extent and subject of the issues with existing policies;
- Review of existing policies for customer focus, effectiveness and content of subject area policies; cohesiveness, duplication and contradictions;
- A small or modest-scale service area to prototype the method.

2. A broad look across the suite of policies will help identify any trouble spots. For the prototype area, specific areas for improvement will be identified, scoped and prioritized.

3. For the highest priority areas, solutions will be identified. Managing the scope of areas under review to only the best opportunities for impact will minimize the costs of the review while maximizing the potential benefits.

4. Based on the insights gained through the prototype process (2, 3), potential next steps for any continuation of the work will be identified.

With the goal of reducing duplication of work, this prototype review will be undertaken in conjunction with other policy review efforts currently underway in the organization such as:

1. ZBR program;
2. City Clerks review of Council policies;
3. Business friendly initiatives;
4. Review of policies by the climate change group (proposed to start with the Water and Planning areas;)
5. Work on the administrative policy library within the Corporate Governance service line;

The prototype review will be conducted over an 18-month period from January 2019 to June 2020. Results will be provided to Council, including successes and impacts, and any recommended next steps (including resource requirements if necessary).

A cross-corporate approach will be applied throughout the review in which priorities and directions are determined based on overall corporate impact as well as individual service needs. This approach may serve as an innovative template for other future corporate projects.

#### **Resources and Costs**

It is proposed that an external consultant will be retained to support the review. The consultant will be engaged once Administration has completed a preliminary scoping, so as to ensure the consultant engagement is focused and effective. The external consultant will be expected to: bring an external perspective; bring leading practices to the organization; and enable significant knowledge transfer to staff working on the project.

Given the intent for knowledge transfer, and to ensure the consultant is effectively managed and supported, the proposal is for City staff to be dedicated to the project to work closely with the external consultant to an equivalent total effort of two full time employees (FTE). Additionally, input from the subject matter experts will be required. One FTE may be resourced from within Administration. Anticipated costs for an 18-month review are shown below.

#### **Budget:**

	<i>Annual</i>	<i>18 months</i>
2 FTEs	\$300,000	\$450,000
Consultant	N/A	\$300,000
<b>Total</b>		<b>\$750,000</b>

#### **Innovation Fund Request:**

	<i>Annual</i>	<i>18 months</i>
1 FTEs	\$150,000	\$225,000
Consultant	N/A	\$300,000
<b>Total request</b>		<b>\$525,000</b>