

Sub-Services: A necessary step in maturing the service approach

On 2018 November 30, Council passed the following motion:

To better inform mid-cycle budget considerations and to shape the focus of anticipated Zero-Based Reviews, direct Administration (specifically Corporate Initiatives and Intergovernmental & Corporate Strategy) to work with Mayor Nenshi and Cllrs. Colley-Urquhart and Gondek in drafting the agenda and outcomes for the January 28, 2019 Strategic Meeting of Council that will accomplish the goals of:

- a. setting Council strategic priorities for the remainder of the term;**
- b. discussing the major unfunded capital projects; and**
- c. inform the agenda and outcomes for a subsequent session to conduct a review of the 61 service lines (and subsets) before the end of Q3 2019.**

This attachment addresses the approach with respect to item “c” in the above motion.

Background

On 2014 September 15, City Manager Jeff Fielding presented The City’s Leadership Strategic Plan, which included the direction to move the organization to a service-based approach. This was the start of a transformational change in the organization to take us from talking about who is doing work and how, towards what the organization provides to citizens, how well it is provided, and if anyone is better off.



Since 2014, The City has been on a journey to move towards Service Plans and Budgets. The motion of Council to review sub-services is consistent with advancing this approach and a list of sub-services will be provided to Council in September 2019. Once a list of sub-services is established, The City will be able to use this information to further advance the service-based approach.

Moving forward on the path

A necessary first step in responding to Council's direction is to develop a consistent view of sub-services, including basic information including a description and the output(s) of each sub-service. Once the list of sub-services and the basic information associated with them is finalized it will be possible to estimate the budget associated with each sub-service. The list of sub-services along with basic information and estimated budgets will be presented to Council in September 2019 for review.

Assumptions

How Administration is interpreting Council's 2018 November 30 motion

- **Subsets:** The word subsets means the sub-services that sit underneath each service.
- **Timing:** Council's expectation is to review sub-services by the end of September 2019.
- **Review:** Council will review a portfolio of sub-services with basic information and estimated budgets and provide direction to Administration about which sub-services should be reviewed with a view to possibly ceasing the provision of the service.

Implementation

Purpose and Scope

Based on Council direction and the assumptions above, the following purpose and scope for the project has been determined for September 2019:

1. *Maturation of the Service Approach:* Setting up sub-services as useful tool in service management into the future by preparing a portfolio of sub-services.
2. *Decision-Making:* Give Council the opportunity to conduct a more in-depth review about whether it wants to continue offering a sub-service.
3. *Operational Transparency:* Give Council the opportunity to have a deeper line of sight into the services The City provides.
4. *Building Trust & Confidence:* Build trust and confidence that Administration is active in reviewing and improving our services.

Note: This project identifies sub-services within the existing service portfolio and does not include a review of the main service portfolio or an in-depth business analysis exercise like a ZBR.

Where we've been	Where we are now	Where next?
<ul style="list-style-type: none"> • Development of the service portfolio (2016-2017) • Development of One Calgary 2019-2022 Service Plans and Budgets (2018) 	<ul style="list-style-type: none"> • Develop a list of sub-services (September 2019) 	<ul style="list-style-type: none"> • Conduct review of sub-services based on September 2019 direction • Identify service levels and service standards • Seek cross-corporate efficiency opportunities • Tie sub-services more closely to adjustments (2021 and beyond)