



TOWN POLICY

POLICY NUMBER: 1218

REFERENCE:

Resolution No. 074.04.24

ADOPTED BY:

Town Council

PREPARED BY: Strategic, Administrative & Financial Services

DATE: January 19, 2024

TITLE: Service & Service Level Inventory Policy

Purpose

To establish a framework for the ongoing review and evaluation of the Town's programs, services and service levels that are responsive to community needs while also balancing the Town's strategic priority of being financially sustainable.

Policy Statement

The establishment of the Town's Service Level Inventory ensures that program and service reviews are a regular part of the Town's operations. The services and existing service levels are documented in the "Services and Service Levels Inventory" which is reviewed, and direction provided by Council on an annual basis.

1.0 DEFINITIONS

- 1.1 "Town" means the municipal corporation of the Town of Strathmore.
- 1.2 "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.
- 1.3 "Program" refers to a collection of services provided to the community by the Town. Programs may be external (resident/community) facing or internal (employees) facing.
- 1.4 "Service" means the particular deliverable being provided to address the needs of residents, clients, businesses, etc. and/or identified program goals and objectives. Services may be delivered to either external (resident/community) or internal stakeholders (employees).
- 1.5 "Service Level" is an expected level of service to be delivered. It establishes an expectation for the service recipient, a commitment to a specified outcome that is measurable, to the best of its ability.

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

2.0 RESPONSIBILITIES

- 2.1 Town Council shall:
- a. Annually review the Services and Service Levels Inventory and provide direction around external programs, services, and service levels as part of the Town's annual budgeting process.
 - b. Provide sufficient resources to support reviews of programs, services and service levels.
 - c. Approve services and service levels, by resolution on an annual basis.
- 2.2 The Chief Administrative Officer shall:
- a. Foster a culture of continuous improvement within the Town and initiate the review of internal and external programs/services to continually improve service delivery.
 - b. Ensure that the Service Level Inventory is reviewed in depth at least once every three years by Administration.
 - c. Arrange for the Service and Service Level Inventory to be presented to Council on an annual basis.
 - d. Identify resources required to develop, implement, and evaluate the Service and Service Level Inventory on an ongoing basis.
 - e. Ensure that feedback provided and adopted by Council in regards to the Town's Citizen Satisfaction Survey is incorporated into the Service and Service Level Inventory.

3.0 SERVICE LEVEL EXPECTATIONS

- 3.1 Council members may, by resolution initiate a program/service review of external program/services, or operational reviews as limited by the delegations to the Chief Administrative Officer or as consistent with other Council Policies.
- 3.2 Some of the inputs that may be considered in the ongoing review of the Town's services and service levels are the Citizen Satisfaction Survey and/or resident/stakeholder feedback.
- 3.3 Administration shall prepare business cases for Council's consideration during the regular business planning and budget process when the resources required to conduct a review or expand service levels exceed the Town's existing resource capacity.
- 3.4 Timing for requests for additional resources relating to reviewing, modifying or expanding programs, services and services levels are preferred to align with the budget process so, if resources are approved, any additional reviews, changes, etc. can be implemented the following year.

- 3.5 Any requests for reviews of programs, services and service levels that fall outside of the budget process shall align with the Administrative Inquiry process that is established in Council's Procedure Bylaw. Requests can be made at any time; however, all program and service reviews would ultimately be considered and decided collectively as part of the annual Service Level Inventory Review and budget process.
- 3.6 Reviews shall utilize internal data, where available, and, where comparable data exists, may include periodic benchmarking with other comparable municipalities as a means of identifying the potential service level.
- 3.7 Updates on the progress and/or outcomes of reviews shall be provided to Council upon completion.

END OF POLICY

APPROVAL



Mayor



Director of Strategic, Administrative
and Financial Services