

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF SEPTEMBER 9, 2014

Item 4, Report No. 9, of the Finance, Administration and Audit Committee, which was adopted without amendment by the Council of the City of Vaughan on September 9, 2014.

4 PUBLIC SERVICE RENEWAL FALL 2014 STATUS UPDATE

The Finance, Administration and Audit Committee recommends approval of the recommendation contained in the following report of the Interim City Manager dated September 3, 2014:

Recommendation

The Interim City Manager, in consultation with the Senior Management Team, recommends:

1. That the report Public Service Renewal Fall 2014 Status Update be received.

Contribution to Sustainability

Public Service Renewal is grounded in the guiding principles of corporate sustainability by assessing resources, tools, and technology to facilitate innovation and improvement through effective decision making that is focused on citizen and business expectations and service delivery effectiveness.

Economic Impact

As noted in the October 2013 report to the Finance and Administration Committee, the economic impact of the Public Service Renewal will be primarily future efficiency benefits resulting from repositioning the organization to deal with additional growth and urbanization.

Staff realignments proposed will reposition departments for the future, with the goal of providing effective and efficient services to internal and external stakeholders. Operational and functional reviews that are completed, currently underway, or will get underway in the future, will be primarily positioning for the future, and creating capacity in processes that may result in future cost avoidance. Initiatives such as the Corporate Technology Strategic Direction that was approved by Council in April 2014 will require investments to fully implement, however future costs will be avoided through automation of processes, and the foundation for improved e-services to external stakeholders will be established.

Communications Plan

Public Service Renewal (PSR) is a corporate-wide initiative that will continue to be communicated to Council, Staff, residents, businesses and other stakeholders through updates to Council and annual budget deliberations.

Purpose

The purpose of this report is to provide the 2014 update to Council on the status of Public Service Renewal initiatives.

Background - Analysis and Options

Early in 2013, the Mayor requested that the Senior Management Team (SMT) engage in a process of reform, with the view of focusing on public service excellence, aiming higher and raising the bar in terms of the administration of the City.

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In October 2013, the Finance and Administration Committee was provided with an update on 23 initiatives that had been developed by staff and were in the process of being implemented. Over the course of the past year, work has continued on these initiatives, in spite of heavy workloads generated in all commissions due to, for example, unplanned exciting opportunities, preparation for the upcoming municipal election, continued high growth and urban intensification, and the unexpected, but very impactful ice storm in December 2013.

As City of Vaughan staff began the Public Service Renewal exercise (PSR), the breadth of opportunities extended beyond workforce and workplace renewal, and expanded to include opportunities for improvement in general. Building on the work completed through the Program Review process, PSR was seen as an opportunity to improve efficiencies, reduce “red tape”, streamline the levels of bureaucracy, and address capacity issues. PSR was also viewed as a process to further evolve the corporate culture to continuously seek and support opportunities for positive change resulting in service excellence.

As noted in the October 2013 report, the objectives of the City's PSR project focused on two elements:

1. Continue to improve:
 - a. Focus on our residents and businesses
 - b. Service delivery excellence
2. Ensure the right people are in the right places with the right tools/skills and the right processes.

More than 60 concepts, ideas and opportunities were identified. SMT reviewed, assessed and filtered these into five thematic areas aligned with the PSR objectives:

- Business Model and Alternative Service Delivery
- Governance and Accountability
- Roles/Structural Enhancements
- Systems, Processes, Tools/Technology
- Talent/Skills Management, Retention and Acquisition

Public Service Renewal is about Vaughan's long term success and a culture that continuously seeks opportunities for improvement. Many of the proposed opportunities span more than one of the thematic areas, illustrating the convergence and interdependencies of the themes as being critical elements in a strong, successful public service framework.

Initiatives Update Fall 2014

The attached Public Service Renewal Initiatives – Fall 2014 Update provides an update on the 23 initiatives included in the October 7, 2013 report to the Finance and Administration Committee.

Future Initiatives

In addition, a number of potential future initiatives were briefly described in the October 2013 report. Staff will begin to review the potential for these initiatives in the fall of 2014 and continue to explore new opportunities. Some of the potential future opportunities are as follows:

- Prioritization & Planning Methodology
- Potential Outsourcing of Management of School Crossing Guard Function

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- Strengthening Governance and Accountability – Enable Council to focus on corporate strategy and corporate performance. Ensure accountability of management to carry out the day to day operations and implement Council's strategic direction. Examine opportunities for delegation of authority where appropriate to reflect accountability
- Assessment of Corporate-Wide Administration Support Requirements – Consistency in job descriptions and consistency in service delivery
- Opportunities for Shared Counter – Examine opportunities for shared counters or a central customer service counter to provide one stop shopping for customers
- Development and Implementation of a Corporate Real Estate Acquisition Strategy for the City – Greater effectiveness in meeting needs of the community and optimizing value
- Employee Portal for Human Resources Information and Data Management - The creation of a portal will increase automation and reduce the workload on HR staff by empowering employees to manage their own information
- Corporate Policy Development and Review – Ensure high consistency in corporate policies and timely review and updating of existing policies

Additional Initiatives

Over the course of the past year, as a result of public service renewal work and the interim organizational structure implemented in the spring of 2014, new initiatives and opportunities have arisen and improvements have occurred. Examples include:

- Fleet Department has acquired certification as a Provincial Motor Vehicle Inspection Station with a focus on increasing internal maintenance activities and in turn reducing the expenses for general fleet repairs, decreasing operation downtime and improving repair response time
- ITM has implemented public Wi-Fi in community centres, with the majority completed and the balance being completed over the next few months
- Access Vaughan will be officially launching extended hours to better serve citizens on September 8, 2014

Relationship to Vaughan Vision 2020/Strategic Plan

To achieve the vision and goals noted in the City's strategic plan, Council implemented four key activities:

1. Completion of a program review – by understanding the inputs to all City programs, we can now assess their relevance, efficiency and cost effectiveness.
2. Institutionalizing continuous improvement – through the vision and leadership of Council, it approved the creation of a new Commission and department which signaled to the corporation that innovation and continuous improvement is a theme that must be supported and encouraged. It empowers staff and the organization to assess how we deliver the services to ensure we are being as innovative as possible.
3. Operational Reviews – beyond program reviews, there is significant interconnectivity between various programs. Hence there is a need to look at service streams that deliver a broader complete service to clients (i.e. citizens, council, staff and other stakeholders).
4. Public Service renewal – there is a need to continuously improve service delivery effectiveness while ensuring we focus on citizens and businesses; as well as ensuring we have the right people, in the right places with the right tool and right processes

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By undertaking these four initiatives, Council and the administration achieve service excellence, staff excellence and organizational excellence.

Regional Implications

Not applicable.

Conclusion

The Public Service Renewal Initiatives Fall 2014 Update apprises Council of the progress made to date on the 23 initiatives introduced one year ago. Public Service Renewal is a key element in a continuous improvement environment, and is now embedded into the Business Planning and Budget process.

Attachments

1. Public Service Renewal Initiatives – Fall 2014 Update

Report prepared by:

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(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)