

Full Authority
16 March
Agenda Item: 13

Service Delivery Review Update – 16 March 2017

Background

Further to the discussion held by the Board at the 19th January 2017 meeting, staff have proceeded with the Service Delivery Review (SDR) process based on the following motion.

FA Motion G 04/17

Moved by: Edgar Storms

Seconded by: Catherine Redden

To direct staff to report to the Board with a recommendation of which department to start the review and that regular updates and discussions are held with the Board throughout the process, and that Minister of Natural Resources and Forestry be contacted informing them of the service delivery review and request additional funding to cover the costs of the review.

Carried.

Action Items Commenced

1. Meeting with Trent Hills
2. CVCA Team Meeting
3. CVCA Funding Request
4. Proposed CVCA Executive Committee Meeting
5. Draft Risk Management Official Department Review Report

Action Item 1: Trent Hills Meeting

CVCA General Manager met with Lynn Phillips Chief Administrative Officer, Valerie Nesbitt Director of Finance/Treasurer and Cathy Redden Trent Hills CVCA Board representative.

Trent Hills staff gave an overview of the Service Delivery Review currently underway at their municipality, including hurdles they've encountered, positive steps taken and progress to date.

Lynn and Valerie offered excellent advice regarding the process, expectations and timelines to complete the SDR. Both were equally supportive and willing to assist the CVCA as the SDR process unfolds.

Examples were generously given to use as either templates or guidance for the CVCA.

Based on this meeting and the information provided, the preliminary steps have become significantly clearer and provided much appreciated assistance to initiate and complete an SDR for the Board's purposes.

Action Item 2: CVCA Team Meeting

Trent Hills staff recommended setting up teams for each service area under review with 4 to 6 staff per team.

The CVCA will also utilize a team approach, but will be slightly different than Trent Hills. A considerably smaller staff pool will result in each of the staff participating on more than one team. A leader will be chosen for each area of review and those staff most actively involved in the service (or program) will participate on the team. In some cases, the area of review may only require the expertise of one staff member. However, in all situations, all staff will act in a supportive role. This structure also makes sense since all staff are usually involved to some degree in each of the services or programs offered by the CVCA.

The role of each of the teams will be to examine the service for efficiency, effectiveness, usefulness and sustainability.

The CVCA Manager will oversee the SDR and its progress, coordinate efforts of staff, determine if external expertise is required, review the draft review reports and liaise with the CVCA Board.

In addition, the initial CVCA SDR Team meeting included:

- a) Listing the services/programs to be reviewed
- b) The process to be followed (using the Trent Hills template to ensure a consistent approach, using comparable conservation authorities through surveys and/or personal interviews, providing draft reports for review and then a final report provided for the CVCA Board)
- c) Identified the first area of review to present to the Board for comments
- d) Discussed logistics, timelines, workload issues, etc.

Action Item 3: CVCA Funding Request

As per the above noted motion, a letter was sent to the Ministry of Natural Resources and Forestry Integration Branch. The letter as directed to Kathy Woeller, Manager of the Program Services Section.

Not surprisingly, the response was negative and is summed up with the following excerpt from the letter:

“The Board is to be commended for undertaking such a review to look for opportunities for improvements and efficiencies for the organization. We can appreciate that such a review is expensive for you; however, our Ministry does not have a funding program or discretionary funds that could contribute toward this initiative.”

Action Item 4: Proposed CVCA Executive Committee Meetings

Staff would like to request additional meetings with the CVCA Executive Committee if required during the development of the SDR. The Executive Committee’s expertise and guidance would assist with the SDR especially in between CVCA Board meetings.

Staff are not anticipating a number of meetings would be required, however should the need arise, it would be beneficial to establish an opportunity for obtain assistance.

Action Item 5: Draft Risk Management Official Department Review Report

Although Motion G04/17 only requested staff make a recommendation to choose a service department to begin the SDR process, staff are recommending starting with the Risk Management Official (RMO) service and providing a rough draft of the report to the Board.

Therefore, the Draft RMO Service Delivery Review Report is attached to the Agenda package for the Board’s review and consideration.

This approach has been taken for the following reasons:

- a) The RMO service is completed by only Vicki Woolfrey, which gives her the flexibility to complete the report as her schedule allowed it.
- b) This service is straightforward and essentially segregated from other CVCA services and programs.
- c) RMO work is easily compared to RMO’s in the Trent Conservation Coalition.
- d) The RMO workload was not as significant at this time of year.

- e) A less complicated report allows for an easier review for the Board and any corrections, guidance or direction from the Board would be easier to adapt with this particular draft and then apply those guiding principles to other CVCA services and programs.