

Department Business Plan Update

Corporate Planning
June 16, 2020

Corporate Planning Overview

- Annual corporate environmental scanning and improvement opportunity identification
- Annual strategic plan review and direction setting - Set long-term strategic vision, goals and results for the County
- Four-year business plan and operating budget
- Five-year capital budget development
- Tracking and reporting on plan progress



Department overview

- 18 FTEs
 - The management team is made up of the director and three managers
 - Director Corporate Planning
 - Corporate Business Planning Manager position is vacant
 - Corporate Financial Planning Manager
 - Corporate Advisory Services Manager
 - 1 Contractor
- Department budget
 - Operating budget \$3,180,775
 - Capital \$0

Department COVID Impacts

- Staff impacts
 - Staff were able to shift to working remotely well due to access to required software and TEAMS
- Service impacts
 - Strategic planning and corporate strategic priority identification to guide annual multi-year planning were disrupted and have not occurred with Council and Executive Team
 - Strategic priorities will evolve with the pandemic and come from recovery planning and bridging financial gaps from revenue reductions through the reduction of expenses and repurposing of funds allotted for planned, non-essential projects
 - Project work has been slowed where they require support from other departments
- Financial impacts
 - No increased costs
 - Reduced costs in office supplies, travel expenses and business expenses like printing, mileage, parking and meals

Core business functions

- Corporate Business Planning
- Corporate Financial Planning
- Corporate Advisory Services

Service delivery by business function

Corporate Business Planning

- Leads annual, collaborative strategic and business planning process to develop consistent, aligned four-year business plans
- This planning cascading across levels of the organization, allocating resources to achieve the best results for the County. Corporate Business Planning also leads the development and reporting on a system of performance measures that support opportunities for continuous improvement
- The three programs the branch delivers are:
 - Business planning
 - Performance measurement
 - Organizational effectiveness

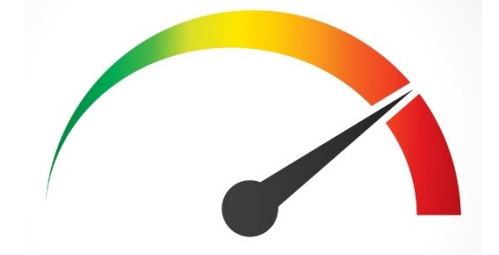
Progress on Core Function Forecast

Business Planning and Operational/Capital Budget Development

- Improve business planning maturity through process, tools and training
 - Fewer goals and tighter connection across cascading plans
 - Collaboration and capacity planning
 - Accountability
 - Ability to amend approved-in-principle plans
 - Automated business cases and PBB
 - Improved training resources
- Prepare to shift to Program Based Budgeting (PBB)
 - Delay the project to 2021 due to potential changes budgeting software platforms through SCBT



Progress continued



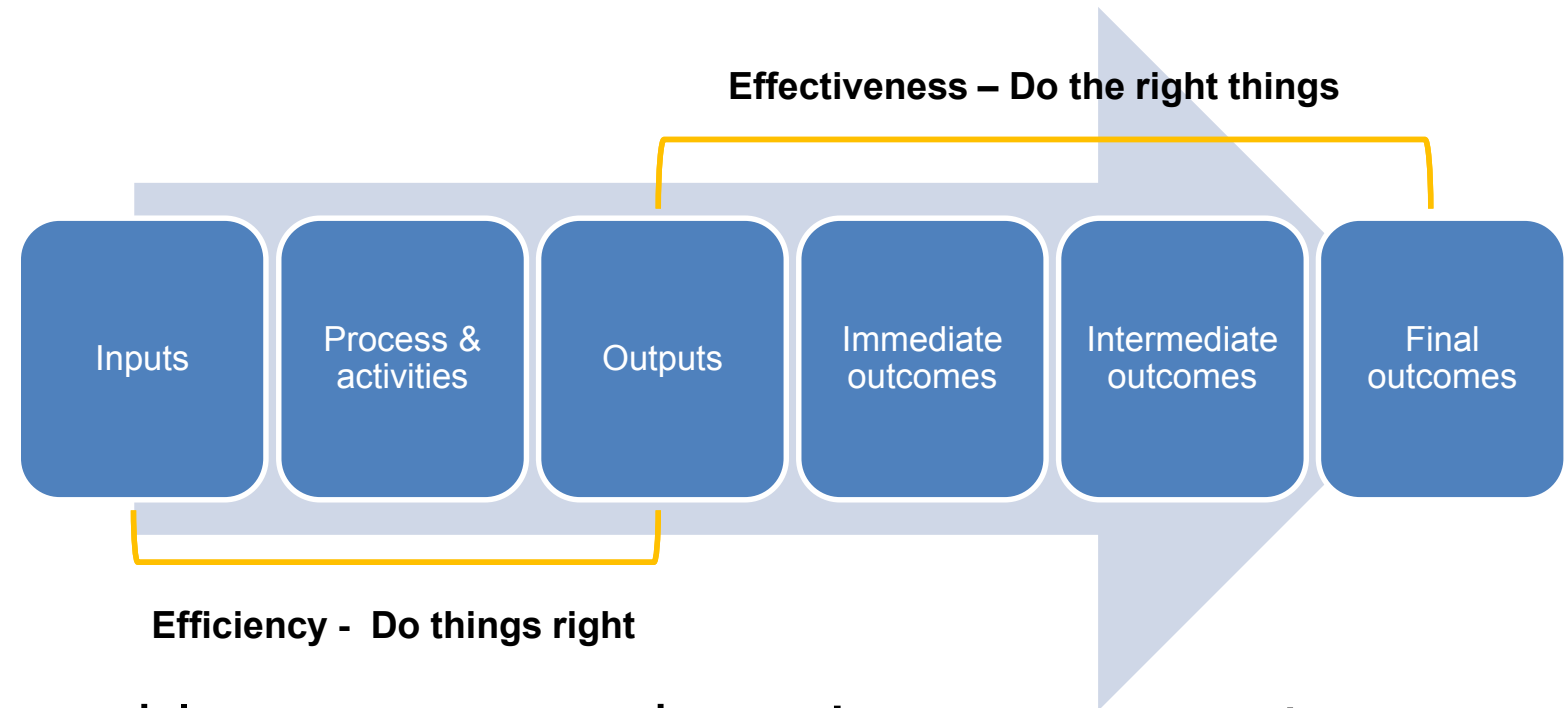
Performance Measurement

- Progress reporting
 - Transitioning from quarterly to tri-annual, to align with financial reporting
- Service Definition Initiative
 - Contracted KPMG to support us in defining the County's current portfolio of programs and services including:
 - Program and Service Framework that is consistent with the MRM for adequate benchmarking against other municipalities
 - Service descriptions, and levels of service consistently defined
 - Program and service performance measures
 - Full costs to deliver current levels of service
 - Develop governance and resource requirements to sustain performance measurement and ongoing service review analysis
 - Update PBB model with the new programs and services and new data

Progress continued

Organizational Effectiveness

- Investing in Organizational Excellence Goal
- **Good to Great** - Build a performance management and continuous improvement focus
 - The skills, knowledge, and tools that enable program and service managers to:
 - Optimize service levels;
 - Set targets, measure, monitor and report on performance;
 - Channel efforts to achieve goals and results;
 - Systematically analyze whether programs and services are relevant, effective and efficient; and;
 - Identify continuous improvement opportunities to better manage resources



Progress continued



Organizational Effectiveness continued

- Organizational excellence program management
 - 39 improvement initiatives approved in the 2020-23 Corporate Business Plan
 - Facilitate a programmatic approach to management of improvement initiatives
 - Coordinate across portfolio of improvement projects
 - Envision and understand future-state
 - Clarify how everything fits together and the benefits
 - Tactical, delivery-oriented roadmap to understand impacts between projects
 - Communication strategies/change management considerations

Service delivery by business function

Corporate Financial Planning

- The Financial Planning branch provides service to the organization through advising and coordinating the development of departmental budgets (both capital and operational)
- The branch also facilitates the corporate decision-making process related to budgeting and long-term financial planning
- The branch is guided by the Long-Term Financial Sustainability Framework (LTFSF), a key document driving future fiscal policy and financial decisions
- The three programs the branch delivers are:
 - Operational budget development
 - Capital budget development
 - Long-range financial planning

Progress on Core Function Forecast

Long-range financial planning

- Developing a financial forecast “base case”
- Perform scenario analysis in 2020-2022 to examine the potential affects of economic, political and social changes and to develop appropriate mitigation strategies



Service delivery by business function

Corporate Advisory Services

- Corporate Advisory Services branch provides advisory and coordination services to the organization through its project management office activities, business process management and improvement work, financial information system reporting and decision-making tools, and financial system support and training
- The three programs the branch delivers are:
 - Organizational project management
 - Business process management
 - Financial Enterprise Resource Planning (ERP) sustainment and reporting systems management

Progress continued



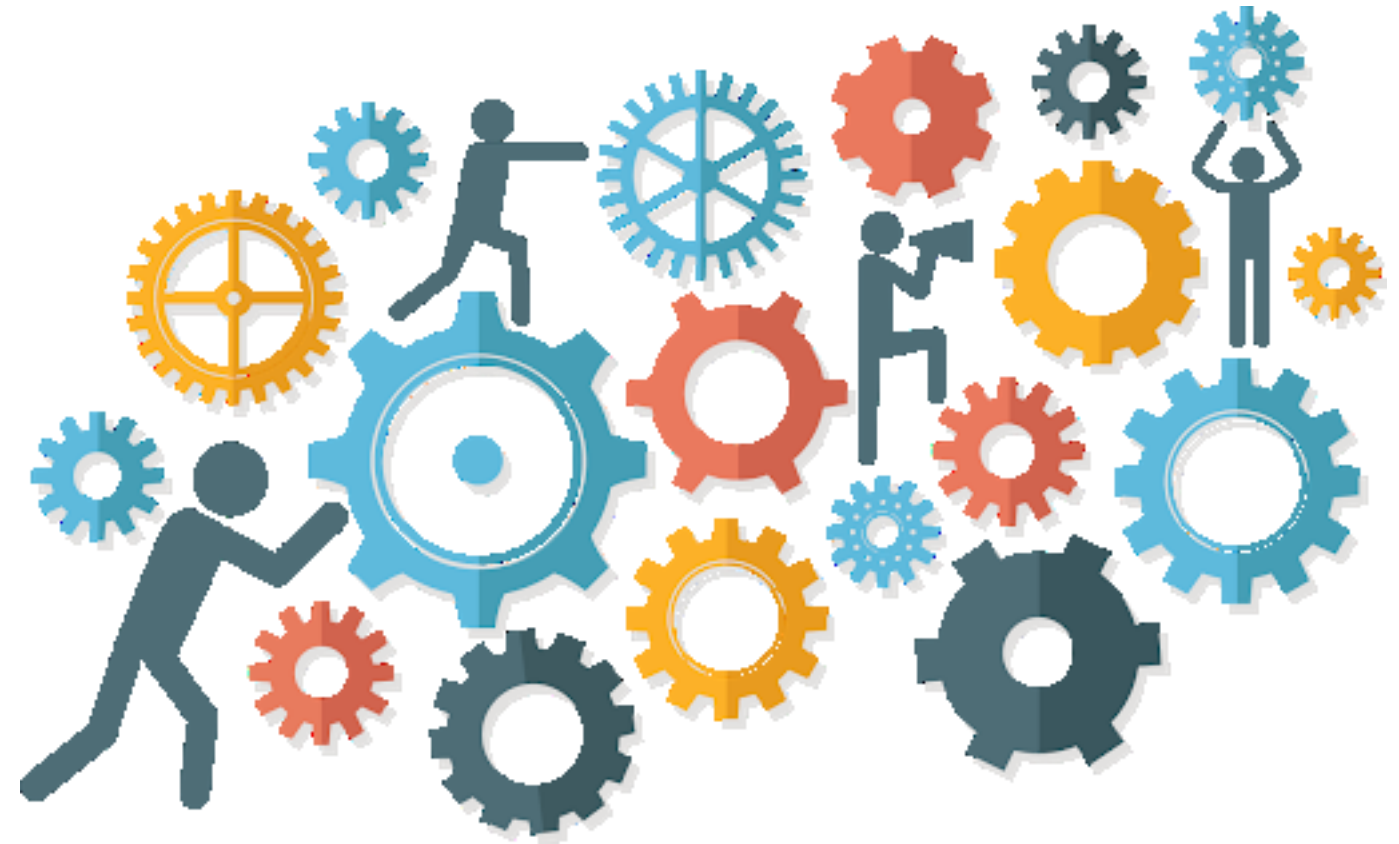
Project Management Improvement

- Conduct an organizational project maturity assessment
 - Corporate, macro level
 - Understand the tools and processes in place currently
- Implement new corporate project portfolio management tools and approaches to:
 - Improve project planning
 - Resource capacity planning
 - Execution and reporting on initiatives
 - Allow the organization to manage its project resources to achieve organizational objectives

Progress continued

Financial System and reporting systems management

- Coordinated with ITS to upgrade several financial and reporting systems
 - Server operating system for Bellamy and Questica completed
 - Planning updates to
 - Insight reporting software update in Q3/4
 - Crystal Reporting Q4



Employee engagement

Engagement Survey Theme	Engagement Initiative	People Plan Focus Area
Work environment	Encourage staff to connect with career planning resources from Shepell EFAP	Accountability, trust, leadership
Work environment	Leverage Performance Planning and Review (PPR) to create employee learning plans to support career development	Accountability, positivity, trust, leadership
Engagement	Create time and space to celebrate success and support team building	Team, positivity, trust
Engagement	Clarify desired outcomes, roles and responsibilities in new business planning and budgeting process and review job descriptions to ensure they are up-to-date	Clear purpose, accountability, trust, leadership, team
Leadership	Management team and interested staff will take Crucial Conversations training course looking at approaches to holding difficult conversations while maintaining trust, safety and open dialogue	Leadership, trust, accountability

Key initiatives



Service Definitions (INIT 89)

- Consistently defined:
 - Service descriptions
 - Levels of service consistently
 - Performance measures
 - Full costs to deliver current levels of service
- Systematically analyze whether programs and services are relevant, effective and efficient and continuously improve

Enterprise Strategic Portfolios Implementation (INIT 90)

- Related programs and services grouped into 5-7 portfolios to achieve strategic results
- Allows for a more integrated, strategic management approach including improved planning, prioritization and execution of plans

Service Definitions (INIT 89) - Status

Overall Initiative Status



Initiative status	Current status	Previous status
Time	G	G
Scope	G	G
Budget	G	G

Alignment to Strategic Goals
<ul style="list-style-type: none">Goal 9:Orgnizational Excellence: Continuously improving the way we work, as one organization, in an agile and sustainable mannerResult: Supports insight-driven/evidence-based decision making, supports continuous improvement and supports development of employee capacity through training and development

Key Deliverables
<ul style="list-style-type: none">Define the County’s current portfolio of programs and services including:<ul style="list-style-type: none">Program and Service Framework that is consistent with the MRM for adequate benchmarking against other municipalitiesService descriptions, and levels of service consistently definedPerformance MeasuresFull costs to deliver current levels of serviceDevelop a program and service review framework, governance, and resource requirements to sustain the service review analysisRedefine Priority-based budgeting tool with new program and service information to further optimize the tool.

Opportunities/Challenges
<ul style="list-style-type: none">Improve County program and service definitions using clear, consistent, common language service profiles; with a customer-centric view that can improve service integration within programs and support benchmarking with other municipalities who have aligned their programs and services to the MRM (Municipal Reference Model).Improves its performance management maturity by producing data that enables managers to systematically optimize program and service levels, relevance, effectiveness and efficiency.Redefined programs and services and associated performance measures and costing will support an improved Priority-based Budgeting tool with more information for analysis

Risks	Mitigation
Performance measure and service level data is not actively used to support decision making	To succeed, the project will need to: <ul style="list-style-type: none">Develop a program and service review framework, governance, and resource requirements to sustain the service review analysisActively support managers in utilizing the service level and performance data to support decision making through training and resources.

Enterprise Strategic Portfolios Implementation (INIT 90) Status

Overall Initiative Status



Initiative status	Current status	Previous status
Time	Y	G
Scope	G	G
Budget	G	G

Alignment to Strategic Goals

- Goal 9: Organizational Excellence: Continuously improving the way we work, as one organization, in an agile and sustainable manner
- Result: Supports integrated planning, Engages stakeholders in decision-making and Collaborates with departments

Key Deliverables

- Identify portfolios and governance/decision-making model
- Develop terms of reference for each portfolio
- Identify portfolio team members
- Adjust the business planning process to include portfolio approach to planning, prioritization and recommendations to Executive Team

Opportunities/Challenges

- Opportunity to add corporate-wide portfolio management approach to planning and execution decision-making and oversight
- Enhance corporate integrated strategic management and organizational effectiveness through improved:
 - Collaboration
 - Prioritization
 - Resource allocation
 - Alignment between strategic and operational needs

Risks

Corporate capacity is focused on other corporate initiatives and the identification of our corporate portfolios should be considered by the new CAO as this represents a significant change in the way we plan and manage corporately. As a result, it was decided that the next steps for this initiative would be on hold until 2020. The risks of making this decision are that the expected benefits will not be realized until later than expected.

Mitigation

Business planning, prioritization, and resource allocation will continue to be managed through Senior Leadership Team collaboration until the portfolios are ready to move forward.

Questions?

