

# Department business plan update

Corporate Planning

September 7, 2021

# Department overview

Corporate Planning's team provides strategic leadership through our strategic and business planning and capital and operating budgeting processes.

Working with Council, Executive Team, Senior Leadership Team and departments, we develop evidence-based plans that evaluate and adapt our diverse programs and services to:

- Meet our strategic direction and the changing needs of our community;
- Address risks in our operating environment; and
- Ensure long-term financial sustainability.

We continue to develop and implement improvements in strategic execution, corporate performance measurement and project management leadership.

# Department overview

- 18 full time FTEs
  - The management team is made up of the director and three managers
    - Director Corporate Planning
    - Corporate Business Planning Manager
    - Financial Planning Manager
    - Corporate Advisory Services Manager
- Department budget (2021)
  - Operating budget \$2.9M
  - Capital \$0

# Core business functions

- 1 **Corporate Business Planning**
- 2 **Financial Planning**
- 3 **Corporate Advisory Services**

# Core function highlights

## 1 Corporate Business Planning

Leads annual, collaborative strategic and business planning process to develop consistent, aligned four-year business plans.

This planning cascades across all 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

# Core function highlights

## 2 Financial Planning

Leads the corporate decision-making process related to capital and operating budgeting.

Coordinates with Corporate Business Planning to translate planning direction into financial reality.

Provides advice and coordinates the development of departmental capital and operating budgets.

The three programs the branch delivers are:

- Operating budget
- Capital budget
- Long-range financial planning

# Core function highlights

## 3 Corporate Advisory Services

Provides advisory and coordination services to the organization through its project management office activities, and business process management and improvement work.

Manages 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

# Successes and challenges

- Successes:
  - Annual Program review completed
  - Service definition initiative completed the Program and Service inventory framework
  - Continued to business plan and budget across diverse services while maintaining COVID protocols and changing Provincial budget
- Challenges faced:
  - Anticipating and planning for a post-COVID “new normal”
  - Providing centralized services in a decentralized model
  - Maintaining services while resourcing secondments to other projects



# Department COVID Impacts

- Staff impacts
  - Staff continued to work effectively in a remote environment
- Service impacts
  - Staff and Community engagement activities to support the development of new strategic goals and priorities were adjusted due to COVID
  - Project work can be more difficult in a remote environment
- Financial impacts
  - No increased costs
  - Reduced costs in travel and training expenses and business expenses like printing, mileage, parking and meals

# 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 have/will take(n) Crucial Conversations training course looking at approaches to holding difficult conversations while maintaining trust, safety and open dialogue	Leadership, trust, accountability

# Initiative name – Service Definition

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"> <li>Goal 9: Organizational Excellence: Continuously improving the way we work, as one organization, in an agile and sustainable manner</li> <li>Result: Supports insight-driven/evidence-based decision making, supports continuous improvement and supports development of employee capacity through training and development</li> </ul>

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"> <li>Develop a program and service review framework, governance, and resource requirements to sustain the service review analysis</li> <li>Actively support managers in utilizing the service level and performance data to support decision making through training and resources</li> </ul>

Key deliverables
<ul style="list-style-type: none"> <li>Define the County’s current portfolio of programs and services including:               <ul style="list-style-type: none"> <li>Program and Service Framework that is consistent with the MRM for adequate benchmarking against other municipalities</li> <li>Service descriptions, and levels of service consistently defined</li> <li>Performance Measures</li> <li>Full costs to deliver current levels of service</li> </ul> </li> <li>Develop a program and service review framework, governance, and resource requirements to sustain the service review analysis</li> <li>Redefine Priority-based budgeting tool with new program and service information to further optimize the tool</li> </ul>

Opportunities/Challenges
<ul style="list-style-type: none"> <li>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 Municipal Reference Model (MRM).</li> <li>Improves its performance management maturity by producing data that enables managers to systematically optimize program and service levels, relevance, effectiveness and efficiency.</li> <li>Redefined programs and services and associated performance measures and costing will support an improved Priority-based budgeting tool with more information for analysis</li> </ul>

# Initiative name – Asset Management (CAM)

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"> <li>Goal 2 – Manage, invest, and plan for sustainable municipal infrastructure</li> <li>Results: <ul style="list-style-type: none"> <li>Efficient and effective multi-modal transportation network</li> <li>Safe, reliable utility infrastructure</li> <li>Innovative “smart” infrastructure</li> <li>Accessible cultural, recreational and social infrastructure</li> </ul> </li> </ul>

Key deliverables
<ul style="list-style-type: none"> <li>Define the County’s asset management program by implementing a fully coordinated asset management function within the County.</li> <li>Build asset management plans by asset type that utilize a consistent approach to measuring levels of service, managing of risk(s), and understanding the full lifecycle financial impacts</li> <li>Build quantitative decision making frameworks that manage and measure risk, levels of service, and investment in infrastructure</li> </ul>

Opportunities/Challenges
<ul style="list-style-type: none"> <li>Align all asset management principles and practices across the County and asset types to ensure that we are managing all of our assets; relative to service delivery, risk, and financial impact</li> <li>Minimizing asset inequity gaps to ensure that we are maintaining our current infrastructure to an adequate level, while positioning the county for sustainable growth in the future</li> <li>Planning in a coordinated fashion as it relates to infrastructure will help to ensure a consistent approach, as well as ensuring the least amount of impact/interruption to the customer through the services that assets support</li> </ul>

Risks	Mitigation
Having developed various asset management principles at a department level; the coordination of building an aligned asset management program involves multiple layers of change. In the absence of a centralized/coordinated function for asset management, this results in an inconsistent application of asset management principles across our various asset classes. This will drive asset inequity gaps over time. Service levels will be impacted and useful life scales for assets will need to be adjusted, due to a lack of consistency on our lifecycle management of infrastructure.	Develop an asset management office that would oversee all functions of asset management across the County. This would allow for the organization to manage risk, service levels, and financial impacts on a consistent basis so that we [County] can make more informed decisions.

# Initiative name – Enterprise Risk Management (ERM)

## Overall initiative status



Initiative status	Current status	Previous status
Time	G	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 insight-driven/evidence-based decision making, supports continuous improvement, supports integrated planning, engages stakeholders in decision making, collaborates with departments

## Key deliverables

- A well developed corporate Enterprise Risk Management framework will:
- Identify, analyze and evaluate potential risks
  - Develop an approach to treat risks
  - Monitor, review and report on risk management including performance measures
  - Align risk management with strategic planning
  - Outline a governance model for risk management

## Opportunities/Challenges

- With an enterprise risk management framework The County will:
- Be better positioned to sustain services in adverse conditions;
  - Be in a position to mitigate risks, reduce risk and make better informed corporate decisions
- The challenge will be to:
- Address the varying degrees of maturity in risk management and the current ad hoc approach to managing them across all departments
  - Enact the framework as this project does not include implementation

## Risks

Temporary staff required for this business case (Project Manager and administrative support) will not be available or temporary recruitment will result in a low number of candidates. This will result in less than ideal staffing for the project and possibly a weak and/or delayed ERM framework.

Organization will not embrace a centralized and standardized ERM program, especially for areas that have not had to manage risk formally. The result is a continued ad-hoc response to risk management resulting in a vulnerable organization.

The framework becomes outdated waiting for activation within the organization resulting in re-work when implementation is approved or a vulnerable organization.

## Mitigation

Look to second in-house resources to manage the project as a learning opportunity rather than recruiting externally.

A strong change management plan will be required that includes communication, training, facilitated approaches to the risk register creation and measurement. Incorporating ERM in strategic planning supports an ERM program in the annual business planning cycle.

Start the business case process to resource the implementation of the completed framework including any FTEs and technology needs.

# Questions?

