

THE CORPORATION OF THE TOWN OF GEORGINA

REPORT NO. CAO-2019-0013

**FOR THE CONSIDERATION OF
COUNCIL**

March 6, 2018

SUBJECT: SERVICE DELIVERY REVIEW PROGRESS REPORT #12

1. RECOMMENDATION:

- 1. That Council receive Report No. CAO-2019-0013 prepared by the Office of the CAO, dated March 6, 2018 regarding Service Delivery Review Progress Report #12.**

2. PURPOSE:

The purpose of this report is to provide Council with an update on the overall progress of Town's Service Delivery Review ('SDR') initiated in 2017 and to highlight staff's action plan for addressing outstanding items identified in the initial review.

3. BACKGROUND:

The Town initiated a SDR in 2017 focusing on internal processes and identifying key opportunities for improvement. Namely, the SDR seeks to fulfill Goal Four of the Corporate Strategic Plan, "provide exceptional municipal services".

On August 9, 2017, Council received and endorsed the recommendations of SDR Progress Report No. 1 (CAO-2017-0005). The report identified six top priority items and six supplementary priority items amongst a long list of potential areas of improvement at the Town. It was suggested through the report that the priority actions be tackled over a 2-4 year period.

Since endorsement, 10 additional reports have been received by Council highlighting progress against the identified priority areas.

In order to effectively monitor progress against the identified priority areas, staff developed Attachment 1: "Service Delivery Review Status Report". For efficiency purposes, two of the priorities—"Improved Council/Committee Process/Support" and "Review of Council/CAO Decision Implementation Tracking System" were consolidated. The resulting report includes 42 specific deliverables across 11 priority areas. Some of the actions overlap with deliverables identified in the 2014-2018 Corporate Strategic Plan.

4. ANALYSIS:

As evidenced through the attachment, 33 deliverables (78%) within the Service Delivery Review are 'complete', 'ongoing' or are 'on target'. Items currently 'on target' or 'upcoming' all have targeted completion dates within 2019/2020. One item - automate purchase requisition process—has been deferred as a result of efficiencies found through the new procurement and purchasing card policies and procedures.

Some highlights of the Service Delivery Review include:

- A comprehensive fiscal strategy
- An enhanced budget process including annual business plans
- Departmental performance plans
- A corporate policy approval process
- A new procurement policy and improved procurement processes
- A 5 year IT strategic plan
- An annual corporate training program (N6 partnership)
- A leadership development program

The SDR has resulted in a number of improvements to the Town's internal processes, and staff are looking to leverage opportunities to continue this work beyond the identified 11 priority areas. To do this, staff are developing a Continuous Improvement Program ('CIP') in 2019. Staff will begin this program by evaluating the outstanding items identified in the initial SDR, and prioritize them alongside emerging opportunities for improvement on a continued basis.

5. RELATIONSHIP TO CORPORATE STRATEGIC PLAN:

This report addresses the following strategic goal:

Goal 4: "Provide Exceptional Municipal Services"- ORGANIZATIONAL & OPERATIONAL EXCELLENCE

6. FINANCIAL AND BUDGETARY IMPACT:

There are no direct financial impacts associated with this report.

With the development of a more robust continuous improvement program, and the introduction of reporting measures, staff will be able to more accurately report on efficiencies and service improvements.

7. PUBLIC CONSULTATION AND NOTICE REQUIREMENTS:

There are no public consultation or notice requirements associated with this report.

8. CONCLUSION:

Significant progress has been made towards the completion of the 2017 Service Delivery Review. 33 of 42 actions in 11 priority areas have been completed, are ongoing initiatives, or are currently on target for completion in 2019. Seven items are scheduled for completion in 2019/2020 and one item has been deferred.

Staff are recommending the development and implementation of a Continuous Improvement Program to continue the success of the Service Delivery Review. Development and implementation of the program will be included as an action item in the 2019-2023 Corporate Strategic Plan.

Prepared and approved for submission by:

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Attachment 1: Service Delivery Review Timeline

Attachment 1: Service Delivery Review Status Report

PRIORITIES /DELIVERABLES	STATUS	COMPLETION DATE or TARGET
Strategy		
1. Strategic Master Planning & Corporate Integration		
• Strategic Plan Status Report	Complete	2017 (Q3) / 2019 (Q1)
• Incorporate Strategic Plan Initiatives into Budget	Complete	2018 (Q1)
• Develop 2019-2023 Strategic Plan	On Target	2019
2. Design & Introduce Annual Corporate Report (evolved into Annual Community Snapshot)		
• Publish 2017 Community Snapshot	Complete	2018 (Q2)
3. Undertaking of Information Technology Strategic Plan		
Develop Information Technology Strategic Plan	Complete	2019 (Q1)
4. Review of Capital Project Management / Delivery		
• Project Management Training Needs Assessment	Complete	2018 (Q4)
• Deliver Project Management Training to key Staff	On Target	2019
• Develop/Deliver Training: Contract Obligations under the New Construction Act	On Target	2019
People/Performance		
5. Performance Review/Management for Accountability Purposes		
• Deliver Leadership Development Program Phase 1 (Certificate in Leadership Excellence for Management)	Complete	2018 (Q4)
• Develop /Deliver Mandatory Policy Training to staff	Ongoing	N/A
• Develop/Launch Corporate Learning Program for all staff	Complete	2019 (Q1)
• Phase 1 Implementation of new HR Information System (Bamboo HR Software)	Upcoming	2019
• Develop Framework for a Performance Management Program	On Target	2019
• Develop/Deliver Performance Appraisal Program	Upcoming	2020
• Launch Recognition Program Phase 1 (Revised Service Recognition Approach)	Complete	2018 (Q3)
• Launch Recognition Program Phase 2 (Employee Recognition Program)	Upcoming	2019

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PRIORITIES /DELIVERABLES	STATUS	COMPLETION DATE or TARGET
• Team Building / Cross Departmental Collaboration	Ongoing	N/A
• Develop Talent Recruitment/Retention Framework	Upcoming	2019
• Partnership Building between Union & Management	Ongoing	N/A
• Develop and launch Departmental Performance Plans	Complete	2019 (Q4)
6. Consideration of Organizational Alignment		
• Conduct Organizational Reviews as required	Ongoing	N/A
• Create/Fill Head of Corporate Service Delivery Excellence position	Complete	2017 (Q4)
• Create/Fill Head of Special Capital Initiatives position	Complete	2018 (Q4)
Financial Management		
7. Enhanced Budgeting Process, Departmental Business Planning & Resource Allocation		
• Approval of Revised Budget Process	Complete	2017 (Q4)
• Approval of Reserve and Reserve Fund Strategy	Complete	2017 (Q4)
• Approval of Corporate Debt Management Policy	Complete	2017 (Q4)
• Approval of Corporate Investment Policy	Complete	2017 (Q4)
• Approval of Surplus/Deficit Control Measures By-law	Complete	2017 (Q4)
8. Financial Systems Review to Improve Payroll/Accounts Payable Functionality		
• Automate Employee Payroll	Upcoming	2019
• Implement Electronic Fund Transfers	Upcoming	2019
• Integrate Purchasing Card (P Card) with Accounts Payable	Upcoming	2019
9. Revised Procurement Policy & Improved Purchasing Process		
• New Corporate Procurement Policy Approved	Complete	2018 (Q2)
• New Purchasing Card Policy & Procedure	Complete	2018 (Q4)
• Develop New Procedural Manual	Complete	2018 (Q3)
• Develop/Commence Training Program	Complete	2018 (Q4)

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PRIORITIES /DELIVERABLES	STATUS	COMPLETION DATE or TARGET
<ul style="list-style-type: none"> Implement Electronic Bidding System 	Complete	2019 (Q1)
<ul style="list-style-type: none"> Automate Purchase Requisition Process 	Deferred	N/A
Policy & Process		
10. Revamp / Update Corporate Administrative Policies		
<ul style="list-style-type: none"> Develop and approve Corporate Policy Approval Process 	Complete	2018 (Q2)
<ul style="list-style-type: none"> Develop and approve Delegation of Authority 	Upcoming	2019
<ul style="list-style-type: none"> Complete Update of all Corporate Policies 	On Target	Ongoing
11. <u>Combined:</u> Improved Council/Committee Process/Support (AND) Review of Council/CAO Decision Implementation Tracking System		
<ul style="list-style-type: none"> Acquire Council Meeting Management Software (eScribe) 	Complete	2018 (Q2)
<ul style="list-style-type: none"> Implement eScribe 	On Target	2019