

## Report to Corporate Services Committee

**To:** Chair and Members  
Corporate Services Committee  
**From:** Lynne Livingstone, City Manager  
**Subject:** Strategic Plan Variance Report  
**Date:** January 10, 2022

## Recommendation

That, on the recommendation of the City Manager, the following report on the Strategic Plan Progress Variance **BE RECEIVED** for information.

## Executive Summary

As part of the Strategic Plan reporting cycle, variance reports are completed for any actions identified as 'caution' or 'below' plan in the Semi-Annual Progress Report. These reports are submitted to the appropriate Standing Committee following the tabling of the May and November Progress Reports. This report provides an overview of the actions relating to the Corporate Services Committee.

## Linkage to the Corporate Strategic Plan

Council's 2019-2023 Strategic Plan includes the Strategic Area of Focus 'Leading in Public Service.' This includes the Expected Result 'The City of London is trusted, open, and accountable in service of our community' and the Strategy 'Improve public accountability and transparency in decision making.'

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

Strategic Priorities and Policy Committee (SPPC): November 25, 2019, June 23, 2020, November 17, 2020, July 28, 2021, November 30, 2021.

### 2.0 Discussion and Considerations

#### 2.1 Background

On April 23, 2019, Council set the 2019-2023 Strategic Plan for the City of London. This is a critical document that identifies Council's vision, mission, and the strategic areas of focus for 2019-2023. It identifies the specific outcomes, expected results and strategies that Council and Civic Administration will deliver on together over the next four years.

The Strategic Plan also includes a commitment to report regularly to Londoners on the implementation of the Strategic Plan, demonstrating progress being made and how this work is having an impact in the community.

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## 2.2 Discussion

This report outlines the actions corresponding to the Corporate Services Committee that, as of November 2021 that were identified as 'caution' or 'below plan'. This report covers one milestone that was flagged as 'caution'.

### Overall Strategic Plan Progress

As of November 2021, 542 (92.1%) of all actions are complete or on target. 17 (2.9%) actions were marked as 'caution' (actions behind by one quarter or three months or actions that are in progress or not yet started that are flagged as possibly not being completed by the target end date). There were no actions that were noted as 'below plan'.

### Variance Explanations

#### 1. Strategic Area of Focus: Leading in Public Service

Outcome: The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service.

Expected Result: Increase the diversity of the City's workforce.

Strategy: Update and implement an Equity and Inclusion Plan.

Action: Develop and finalize updated 2021-2026 Equity and Inclusion Plan.

- Current End Date: 9/30/21
- Revised End Date: 6/30/22
- Rationale and Implications: Recruitment for the Equity and Inclusion Advisor was completed in December 2021. This role is instrumental in supporting the review of the Workforce Equity and Inclusion Plan including updating census data for new employees, as well as contributing to the development of the new Anti-Racism and Anti-Oppression Framework.

## Conclusion

The Semi-Annual Progress Report is an important tool that allows the community, Council and Administration to track progress and monitor the implementation of Council's Strategic Plan. In some cases, actions have been delayed due to shifting priorities, emerging circumstances, or the ongoing impacts of the COVID-19 pandemic. The Strategic Plan Variance Reports are intended to provide Council with a more in-depth analysis of these delays. Information included in this report can support Council in strategic decision making and inform the work of Civic Administration.

**Recommended by:** Lynne Livingstone, City Manager

cc. Senior Leadership Team  
Strategic Thinkers Table