

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee
From: Lynne Livingstone, City Manager
Subject: November 2022 Semi-Annual Progress Report and 2020-2022 Impact Assessment
Date: December 12, 2022

Recommendation

That, on the recommendation of the City Manager, the report including the attached November 2022 Semi-Annual Progress Report and 2020-2022 Impact Assessment **BE RECEIVED** for information.

Executive Summary

As part of Council's commitment to accountability and transparency in decision-making, the Strategic Plan Reporting Cycle includes a number of reports that measure progress, performance and impact of the work being done to support the implementation of the 2019-2023 Strategic Plan. This report includes the November 2022 Semi-Annual Progress Report which tracks progress and monitors the implementation of Council's Strategic Plan, and the 2020-2022 Impact Assessment which answers the question 'How has London changed as a result of the implementation of the Strategic Plan?' These are the final reports related to the implementation of the 2019-2023 Strategic Plan.

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): December 17, 2018, January 14, 2019, January 25, 2019, March 4, 2019, April 1, 2019, November 25, 2019, June 23, 2020, October 20, 2020, November 17, 2020, July 28, 2021, November 30, 2021, June 22, 2022.

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.

2.2 Development of the 2019-2023 Strategic Plan

The framework for the 2019-2023 Strategic Plan included the development of Outcomes (identify the intended change in the lives of individuals, families, organization, or community to be accomplished through the implementation of the strategic plan), Expected Results (identify the required change to achieve the associated outcome) and Strategies (identify the specific actions to be taken in order to achieve the associated expected result and outcome) to be achieved for each strategic area of focus.

One of the key principles guiding the development of the 2019-2023 Strategic Plan was to ensure that measurement of the Plan was considered at the beginning of the process. As a result, Metrics (identify the aggregate, quantifiable measure(s) that are used to track performance, process, or behaviour) and Targets (annual unit of measure of performance, process, or behaviour) were developed as means to measure and monitor achievement of the Strategic Plan, as well as the pace of implementation.

During the development of the Strategic Plan, it was noted that the pace of implementation would be finalized through the Multi-Year Budget process and that metrics and/or targets would be adjusted accordingly based on the Budget.

Following the approval of the Multi-Year Budget in 2020, Civic Administration worked to review and revise both metrics and targets as required to ensure alignment with the decisions of the 2020-2023 Multi-Year Budget.

2.3 Strategic Plan Reporting Cycle

As part of Council's commitment to accountability and transparency in decision-making, the Strategic Plan Reporting Cycle includes a number of reports that measure progress, performance and impact of the work being done to support the implementation of the 2019-2023 Strategic Plan. These reports include:

1. **Semi-Annual Progress Report:** The Semi-Annual Progress Report (released every May and November) tracks progress and monitors implementation of Council's Strategic Plan.
2. **Variance Report:** 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.
3. **Report to the Community:** Released every November, the Report to the Community highlights key activities and accomplishments from the past 12 months. This document does not provide an update on every strategy, rather, it summarizes a shorter list of key actions and accomplishments which have contributed towards delivering on Council's Strategic Plan.
4. **Annual Performance Report:** The Annual Performance Report answers the question, "Did we do what we set out to do?" It is a tool to measure the annual performance of the Strategic Plan by assigning metrics (aggregate, quantifiable measures) to each strategy, expected result and outcome in the Plan. Performance is tracked by comparing the difference between the actual and target for each metric, as well as qualitative information about successes, challenges, solutions, and data limitations experienced. It also serves as the foundation for the Impact Assessment.
5. **Impact Assessment:** The Impact Assessment answers the question "How has London changed as a result of the implementation of the Strategic Plan?" Completed every quadrennial, it analyzes the performance data across all years, reporting on the change over time and therefore the impact of the strategies included in the Strategic Plan over the life of the Plan.

2.4 November 2022 Semi-Annual Progress Report

The purpose of the Semi-Annual Progress Report is to track progress and monitor implementation of Council’s Strategic Plan. It includes future-facing actions for every strategy to reflect the work planned over the lifetime of the Strategic Plan.

The Progress Report also includes a target end date for each action, making it easy to monitor progress throughout the life of the Plan. Each action within the Progress Report is assigned a status indicator to help define progress towards implementation. The four status indicators are:

- **Complete:** action is done
- **On Target:** action is ongoing or completed annually; action is in progress and is on target to be complete by the target end date; action is not yet started but is on target to be complete by the target end date
- **Caution:** action is delayed by one quarter; action has been flagged as possibility of not being completed by the target end date
- **Below Plan:** Action is delayed by two quarters or more
- **Not Started:** Action that was not approved through the Multi-Year Budget process and therefore will not be started in the 2019-2023 Strategic Plan.

Accomplishments are noted for each reporting period as well as variance explanations for actions that are delayed due to shifting priorities or emerging circumstances.

The November 2022 Semi-Annual Progress Report is the final report on progress for the 2019-2023 Strategic Plan and is attached as Appendix A. As of November 2022, 99% of all actions are complete or on target. The percentage of completed actions has increased by 2% since May 2022.

The following table compares the status of performance indicators from the November 2022 reporting period to the May 2022 reporting period.

| Status Indicator | May 2022 | November 2022 |
|------------------|-----------|---------------|
| Complete | 128 (22%) | 144 (24%) |
| On Target | 443 (75%) | 439 (75%) |
| Caution | 13 (3%) | 1 (0%) |
| Below Plan | 0 (0%) | 0 (0%) |
| Not Defined | 0 (0%) | 0 (0%) |
| Not Started | 4 (1%) | 4 (1%) |
| Total | 588 | 588 |

Due to rounding, the sum of the values noted above may add up to 101% instead of 100%.

Since the May 2022 Semi-Annual Progress Report the number of actions with a status of ‘on target’ has remained steady at 75% while the number of actions marked ‘complete’ has increased from 22% to 24%. There is one action marked as ‘caution’ (delayed by one quarter or flagged as possibly not meeting the target end date) in this reporting period.

2.5 2020-2022 Impact Assessment

The Impact Assessment, attached as Appendix B, answers the question “How has London changed as a result of the implementation of the Strategic Plan?” It examines individual results from all service areas, agencies, boards, and commissions to analyze the impact of the strategies included in the 2019-2023 Strategic Plan over the life of the Plan. Data from the annual performance reports serve as the foundation for the analysis completed during the impact assessment.

The Impact Assessment reports on the impact of the implementation of the Strategic Plan for the years 2020, 2021, and the first six months of 2022. Results, where possible, have been totaled across this time period to demonstrate aggregate results. Where data is not available, it is noted to provide context for the results.

The Impact Assessment does not report on all data points or metrics and is not a line-by-line assessment or evaluation of the implementation of the Strategic Plan. Rather, it provides a summary of what has happened through the implementation of the Strategic Plan and what was achieved over this time period.

The results of the Impact Assessment are an important consideration to help inform the development of the next Strategic Plan.

Conclusion

As part of Council’s commitment to accountability and transparency in decision-making, the Strategic Plan Reporting Cycle includes a number of reports that measure progress, performance and impact of the work being done to support the implementation of Council’s Strategic Plan.

The 2019-2023 Strategic Plan set a vision of London as “A leader in commerce, culture and innovation – our region’s connection to the World.” The November 2022 Progress Report provides an update on the progress made in the implementation of Council’s Strategic Plan, and the 2020-2022 Impact Assessment provides an assessment of the impact of the strategies included in the Strategic Plan over the life of the Plan.

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