ADMINISTRATION RESPONSE - ENTERPRISE PERFORMANCE MANAGEMENT REVIEW

RECOMMENDATION

That the February 13, 2023, Financial and Corporate Services report FCS01642, be received for information.

Requested Council Action	Information only		
ConnectEdmonton's Guiding Principle		**ConnectEdmonton Strategic Goals**	
CONNECTED This unifies our work as we achieve our strategic goals.		**N/A**	
City Plan Values	N/A		
City Plan Big City Move(s)	N/A	**Relationship to Council's Strategic Priorities**	Conditions for service success
Corporate Business Plan	Managing the corporation		
Council Policy, Program or Project Relationships	● Policy C600 - Enterprise Performance Management ● Enterprise Performance Management program		
Related Council Discussions	● FCS00621, Enterprise Performance Management (EPM) Update, Executive Committee, June 15, 2022 ● FCS01465, Performance Report - Corporate Business Plan, City Council, October 31, 2022		

Executive Summary

- In 2022, the Office of the City Auditor conducted an audit of Enterprise Performance Management (EPM) with the goal of determining if the City of Edmonton:
  - implemented an effective framework for performance management to continuously improve City services; and

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- ○ departments have adopted the EPM framework and are effectively measuring and reporting performance to improve City services.
- The Auditor identified a number of key findings and made four recommendations for the Service Innovation and Performance (SIP) Branch:
    1. Work with Department Strategy Sections to gather and input performance measurement data in the enterprise performance management software.
    2. Monitor the departments' gathering and inputting of performance measurement data.
    3. Work with Department Strategy Sections to regularly evaluate performance measures to assess the achievement of goals.
    4. Increase operational and public reporting on performance measures to inform decision makers.
- Administration accepts all of the recommendations and is planning to address them by March 31, 2024.

REPORT

In May 2018 the City adopted a policy establishing an Enterprise Performance Management (EPM) framework to prioritize, measure, report and improve performance relative to what is important to Council and Edmontonians.

The City planned to activate the policy with a phased approach:

- Phase I - Pilot (Q3 - Q4, 2018)
- Phase II - Implement (Q1 - Q4, 2019)
- Phase III - Operationalize (from Q1 2020 onwards)

The City's response to the COVID-19 pandemic temporarily impacted corporate and Council priorities, service delivery and staff deployments and as a result the planned phased approach was disrupted. However, work continued in the following ways:

- Refining and standardizing the number of measures for reporting from over 1,200 to about 500.
- Developing a user manual for employees and leadership to support introduction of the new software, along with guidance on how to select measures and analyze reporting results.
- Continuing to report to Council and the public, such as with the first stand-alone EPM performance report (October 31, 2022, Financial and Corporate Services report FCS01465, Performance Report - Corporate Business Plan).
    - ○ With the COVID-19 pandemic disruptions certain measures have been included in other reports such as: May 16, 2022, Office of the City Manager report OCM00991, Community Safety and Well-Being Strategy; June 30, 2021, Office of the City Manager report OCM00567, Safer for All Interim report; May 11, 2021 City Operations report CO00526, Transit Centre Security Measures; February 2, 2021, Urban Form and Corporate Strategic Development report CR_7810, Transit Mode Share; and November 30, 2020, Urban Form and Corporate Strategic Development report CR_8450, ConnectEdmonton Strategic Goal of Healthy City.

- Introducing a new, integrated EPM software system to act as a repository for operational, corporate, strategic and community measures and indicators.

With the launch of the Service Innovation and Performance (SIP) Branch in fall 2020, and a return to more stable corporate conditions in 2022, the phased approach to policy activation has resumed with refreshed efforts focused on Phase III - Operationalize.

Current State

The City's eight departments, and their branches and services, have varying levels of experience and implementation with performance management.

- A number of areas that had more advanced performance management practices and processes were early adopters, replacing their existing practices with EPMs.
- Some areas, because of changes to their key work and services in response to the pandemic, kept using existing practices, measures and systems.
- Other areas of the City, often those with less experience in performance management and who were challenged with pandemic-related response capacity, are further behind in implementation.

These last two groups will now be the focus of Phase III - Operationalize.

The SIP Branch oversees the implementation of the EPM framework. Responsibilities include:

- Contribute to the strategic planning framework through monitoring and measuring corporate performance.
- Deliver reporting expertise and integrate a common performance management system across departments.
- Monitor service performance across the organization to improve business metrics and foster a culture of accountability and transparency.

SIP relies on the Department Strategy Sections (DSSs) to implement the framework for their respective departments. Their responsibilities are to:

- Support the facilitation of data capture, input and monitoring.
- Analyze results and suggest action.
- Support continuous improvement.
- Deliver reporting expertise and integrate a common performance management system within each department.

Overview of Recommendations and Management Response

The Office of the City Auditor presented four recommendations in its report. Administration accepts all of the recommendations.

Recommendation 1 - The Service Innovation and Performance Branch work with each Department Strategy Section to gather and input performance measurement data in the enterprise performance management software.

A newly developed user guide and internal enterprise data platform will support the EPM policy.

SIP will continue to provide one-on-one training and support to DSS teams and their departments on implementing and extending the use of EPM.

Performance information will be entered into the data platform which will be the repository for corporate and operational performance management information.

Implementation date:

- September 30, 2023

Recommendation 2 - The Service Innovation and Performance Branch monitor the departments' gathering and inputting of performance measurement data.

SIP will develop processes for monitoring the internal enterprise data platform.

SIP will provide regular reports to DSS teams on use of the enterprise data platform by their departments.

Implementation date:

- September 30, 2023

Recommendation 3 - The Service Innovation and Performance Branch work with each Department Strategy Section to regularly evaluate performance measures to assess their achievement of goals.

Criteria for selecting measures and a process for EPM reporting are included in the new EPM user guide.

SIP will set requirements for EPM discussions on measures included in the enterprise data platform. EPM reporting and discussions at leadership meetings will be required quarterly.

Accountability will be determined by SIP, DSS teams and respective branch representatives to ensure that EPM discussions occur and are recorded at both the branch and department levels.

Implementation dates:

- March 31, 2024

Recommendation 4 - The Service Innovation and Performance Branch enhance operational and public reporting on performance measures to inform decision makers.

SIP will revise the Corporate Reporting Framework and introduce a schedule for regular strategic and corporate reporting to Edmontonians, Council and Administration.

SIP will also update and maintain the Citizen Dashboard, expanding its ConnectEdmonton indicators to present the World Council on City Data's (WCCD) ISO 37120 indicators, and The City Plan and corporate measures.

An executive-level dashboard will be developed along with department and branch pages, as well as a schedule for regular reporting to ELT.

Implementation date:

- December 31, 2023

Leaders in business areas are also accountable for the successful implementation of EPM through introducing, extending and reinforcing the use of the program's processes and practices as well as using measures in planning and decision making.

COMMUNITY INSIGHT

Indicators presented on the Citizen Dashboard align with the goals in ConnectEdmonton and Big City Moves in The City Plan. ConnectEdmonton, approved by Council in 2019, and The City Plan, approved in December 2020, were developed after extensive community consultation.

GBA+

ConnectEdmonton includes a suite of community indicators used to monitor progress on the City's goals: the City engaged and collaborated with over 90 external partners as well as internal subject matter experts across the corporation to develop the suite. This information reflects the holistic experience of all Edmontonians, while also including specific measures to understand communities that are often under-represented.

One of the benefits of more focused implementation of EPM will be the ability to create dashboards that allow programs and services to better gather, track and present GBA+-related measures. The EPM methodology for selecting relevant and effective measures will also complement GBA+ undertaken by programs and services; a current example is EPM support provided to the Corporate Accessibility Working Committee to identify measures and develop a dashboard to track progress on implementing Council Policy C602 - Accessibility for People with Disabilities.