

Strategic Plan 2016-2019: Accountability Framework and Reporting Tools

Date:	September 20, 2016
To:	Strategic Plan Performance Measures Committee
From:	City Librarian

SUMMARY

The purpose of this report is to recommend an accountability framework for the Strategic Plan 2016-2019 and to propose key performance indicators for the Library Board Strategic Plan Performance Measures Committee to review and endorse.

RECOMMENDATIONS

The City Librarian recommends that the Strategic Plan Performance Measures Committee:

1. considers the approach of using logic models and a balanced scorecard as the strategic plan accountability framework and a dashboard to visually represent the progress and achievement, as outlined in the flowchart (Attachment 1);
2. endorses the logic model examples that will be used as templates for developing a logic model for each strategic priority (Attachment 2 & 3);
3. endorses the balanced score card and recommended key performance indicators for the Board’s monitoring and assessment of the strategic plan’s progress (Attachment 4).

FINANCIAL IMPACT

There is no financial impact beyond what has already been approved in the current year’s budget.

The Director, Finance & Treasurer has reviewed this financial impact statement and is in agreement with it.

ALIGNMENT WITH STRATEGIC PLAN

The Strategic Plan Performance Measures Committee's input into the accountability framework and reporting tools will strengthen the Board's monitoring and assessment of the strategic plan, and improve results and public accountability.

DECISION HISTORY

At its April 25, 2016 meeting, the Library Board received the following report: *Strategic Plan Performance Measures Committee: Terms of Reference* and approved the *Terms of Reference for the Strategic Plan Performance Measures Committee as outlined in Attachment 1*:

<http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2016/apr25/12-performance-measures-committee-terms-of-reference.pdf>

At its July 13, 2016 meeting, the Library Board Strategic Plan Performance Measures Committee received the following report: *Strategic Plan 2016-2019: Status and Performance Management Reporting Tools*:

<http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2016/jul13/08-strategic-plan-status-and-performance-mgmt-reporting-tools.pdf>

COMMENTS

Further to discussion at the Steering Committee's July 13, 2016 meeting, this report recommends three tools as an accountability framework for the strategic plan to measure implementation, compliance and progress, and provide for public reporting.

Accountability Framework: Implementation, Compliance and Progress Reporting on the Strategic Plan (Attachment 1)

The accountability framework sets out the tools to measure and drive activities and ongoing improvements to achieve the expected outcomes and impact of the strategic plan. The flow chart in Attachment 1 demonstrates the relationship between the three tools.

The Strategic Plan Logic Model (Attachment 2)

The system level logic model for the strategic plan embodies the mission and strategic priorities that guide Toronto Public Library and links the planned activities to short-, and medium-term outcomes for residents. It further demonstrates how the Library aligns and supports key strategies of the City of Toronto, including the Toronto Strong Neighbourhoods Strategies and the Poverty Reduction Strategy, as well as specific strategies for targeted populations, including children and youth, newcomers, and seniors.

The system logic model demonstrates that key library resources, including staff, collections, public space, technology and partnerships are aligned to achieve the expected outcomes of the strategic plan and contribute to the collective impact of City strategies.

Logic Model by Priority Area (Attachment 3)

Logic models for each priority area will be developed to provide a further breakdown and detail of key activities and expected outcomes that will result from implementation of strategic plan activities. The example provided is for Priority Two – Breaking down Barriers to Access, Driving Inclusion.

Priority level logic models will further demonstrate how staff, technology and partnerships are aligned to achieve expected outcomes in a specific priority for groups of residents, for example, children and youth, and contribute to the collective impact of City strategies.

The Balanced Scorecard (Attachment 4)

The balanced scorecard monitors the progress of the strategic plan at the system level, across four perspectives: customer, operational, learning and growth, and financial and identifies key performance indicators to measure progress towards the outcomes. The scorecard demonstrates how improved customer service is driven by resource allocation, innovation, organizational transformation and learning, and growth.

Attachment 4 includes recommended key performance indicators tracked over four years to measure progress towards the strategic plan.

Additional measures may be developed and reported annually, that further demonstrate the outcomes and impact of specific activities for targeted population, for example, access to technology and training for seniors, or lifelong learning activities for children, youth and families.

Proposed Next Steps

After endorsement of the tools included in the accountability framework by the Steering Committee, library staff will prepare materials for review at the next meeting as outlined below:

- Balanced scorecard: KPIs and targets for 2017-2019 (as available, some measures will be in development);
- 2017 Strategic Plan Work Plan to achieve outcomes and targets.

CONCLUSION

Effective monitoring of the strategic plan ensures that the Library Board is fulfilling its legislated mandate *to deliver a comprehensive and efficient public library service that reflects the community's unique needs.*

The accountability framework demonstrates how the Library is effectively allocating resources and using performance management to identify areas for attention, to improve customer service, to drive innovation and learning, and to improve and report results.

CONTACT

Elizabeth Glass; Director, Policy, Planning & Performance Management;
Tel: 416-395-5602; E-mail: eglass@torontopubliclibrary.ca

SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

- Attachment 1: Accountability Framework
- Attachment 2: Strategic Plan 2016-2019 Logic Model
- Attachment 3: Strategic Plan 2016-2019 Priority 2 Logic Model
- Attachment 4: Strategic Plan 2016-2019 Balanced Score Card Recommended Key Performance Indicators