PFC2015-0208
ATTACHMENT 1

Accountability Reports: Fundamentals

Many existing parameters for Accountability Reports, as shown below, will remain unchanged.

purpose	report frequency & timing	content	audience	information only
To inform Council of Administration's progress towards achieving the approved business plans and budgets.	The Mid-Year Report (for the period of January to June 30th) goes to Priorities and Finance Committee (PFC) in September. The Year-End Report (for the period of January to December) goes to PFC in March of the following year.	Includes information on business plan, budget and performance measurement status.	The primary audience will continue to be members of Council. Citizens are a secondary audience insofar as the report is made public.	PFC and Council will continue to receive the Accountability Report for information purposes only.

• As approved in CFO004-Multi-Year Business Planning and Budgeting Policy

The Case for Change

Advancements and recent developments within the organization require changes

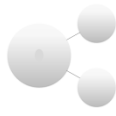| new cycle	mixed reviews	leadership strategic plan	action plan	move to a results-based approach
With the commencement of a new business planning and budgeting cycle (Action Plan), there is opportunity for continuous improvement.	The format, content and level of detail presented in the existing report received mixed reviews from both Council and Administration. *See page 4 for details.*	Alignment with the Leadership Strategic Plan, specifically: •*Focus on results by establishing timely and meaningful reporting of accomplishments.* •*Building a strategic agenda focused on council priorities, through the City's Action Plan.* •*Engage and focus administrative leadership on the shared strategic agenda (Action Plan).* •*Values: individual responsibility, collective accountability.*	Council approved actions within Action Plan include: •*Explore results based performance measurement including common language and method to improve The City's programs and services as part of a performance management system (W2.14).* •*Implement an organizational Performance Management System that integrates performance measurement, business plans and budgets, service improvement, risk management and individual performance (W.8.5).*	Use a results-based approach to reporting by introducing elements such as quality of life results and indicators. Provide Administration and Council with exposure to Results Based Accountability (RBA) concepts and position the organization better to use RBA in other ways (e.g. for service planning) in the future. *See page 6 for details.*

Feedback

What stakeholders told us they want to see in future reports

simplicity	balance	connections	visual	repetition
Simplify the reports. Support Council in it's role as a governance body by providing high-level (important) information in plain language. Focusing on assessing results and outcomes, and less on describing specific activities.	Provide a balanced report with unbiased information, raise red flags and identify challenges in addition to the good news stories. While the primary focus should be on reporting past performance, also include a forward looking component which includes forecasts and actions to address challenges.	Build better connections and integration between budgets and outcomes, i.e. what's the value being achieved? Build connections across departments and attempt to strengthen corporate alignment by focusing on the bigger picture.	Include more visuals, graphics and reduce the amount of text.	Reduce repetition of information in multiple sections. There is appetite for an online / appendix portion of the report that provides more detail, provided it is easily accessible.

Stakeholders include:
Members of Council (11 out of 14 Councillors provided input) and;
Administration (Business Planners, Reporting Representatives, Finance Managers).

Response

Responding to the case for change and feedback

line of sight to Council Priorities and long-term plans	individual responsibility & collective accountability	useful & relevant	few critical aspects	user friendly	balanced story	practicality
Maintain a clear line of sight to Council Priorities by describing how the organization's work contributes to Council's vision and towards the achievement of The City's long-term plans.	Demonstrate how Administration as a whole is collectively accountable for achieving results, as well, how individual departments & BUs deliver on their specific responsibilities.	Provide insight into factors influencing performance and inform about decisions around corrective action.	Focus more selectively and meaningfully on a smaller number of things. Provide information on overall results and progress, and less on specific activities.	Easy to read and understand, and will include options for both at –a-glance and in-depth. Increase use of graphics and less text heavy.	Provide balanced and unbiased advice and information.	Design processes to be achievable within the existing approved Action Plan material with no significant additional work or re-work required.

How will the results-based accountability (RBA) approach be applied?*

*Concepts from Results-Based Accountability (RBA) based on Trying Hard is Not Good Enough by Mark Friedman (FPSI Publishing, 2005)

Results-Based Accountability (RBA) is an approach for moving from ideas to action to improve the quality of life in communities and to improve the performance of programs and services. It deals with much more than performance reporting (or "accountability reporting").

Elements of RBA will be incorporated into the new Accountability Reports where practical. This is expected to improve the relevance and readability of the reports. It will also give Administration and Council exposure to RBA concepts, and position us better to use RBA in other ways (e.g. for service planning) in the future. Some key RBA concepts, and their potential application in the Accountability Reports, are shown below.

two types of accountability	measuring quality of life	measuring The City's performance	results-based approach to reporting on progress
There is a distinction between: • **quality of life** (i.e. a condition of well-being for the community that no one program or service can be held solely accountable for achieving); and • **Performance** (i.e. the performance of programs or services that The City of Calgary is accountable to deliver).	Indicators quantify the achievement of a quality of life result. Indicators are bigger than any one program, service, department, or level of government. The whole community, public and private partners, are needed in order to make a difference. The role and contribution of The City is important, but equally important is the story behind the data, and the critical role of partners in achieving results.	Performance measures are about measuring the performance of The City's programs and services. There are three performance measurement categories: • How much did we do? • How well did we do it? • Is anyone better off?	Performance measures are one way to measure the progress of programs or services. RBA suggests that public reporting should focus on 3-5 "headline measures" for each program or service. Progress can also be demonstrated through accomplishments and stories to illustrate how the lives of individual customers have improved.
Application: Accountability reports will include both quality of life indicators and performance measures.	**Application:** Quality of life indicators will be framed around Council Priorities 1-4. Reports will include the story behind the indicators.	**Application:** Existing performance measures will be sorted into the three categories.	**Application:** The main report will focus on a few headline measures for each department. It will include stories as well as measures.

Proposed Approach

Structure and Content of the Year-End Accountability Report

introduction	corporate report on Action Plan Business Plan **(new)**	corporate report on budget	department reports on Action Plan	department details in appendix / online **(new)**
•Purpose of report and where we are in the cycle **(new).** •Executive summary •Update on significant external trends affecting Calgary.	Council Priority 1-4: •3-5 quality of life indicators & narrative for each •Corporate story (results & challenges) for each. Council Priority 5: •3-5 organization-wide performance measures & narrative • Corporate story (results & challenges).	•Net Operating budget including history and variances. •Capital budget & spend to date summary.	•3-5 performance measures & narrative for each department **(new).** •Detailed report on operating and capital budget by business unit.	•Update on all performance measures organized by the RBA categories (how much, how well & is anyone better off). •Update (accomplishments & challenges) on respective strategic actions.
Approx: 3 pages	*Approx: 2 pages x 5 Council Priorities = 10 pages*	*Approx 2 pages*	*Approx: 3 pages x 6 departments = 18 pages*	*TBD*

Total estimated length of the hard copy report = 33 pages.