Designing & Evolving Our Organization – Risk Details

The risks we face and why it is important to transform and evolve our organization.

CITY OF **Burlington**

Risk Themes

What may impair our ability to deliver, cause us to stumble, and miss opportunities.

- Reputation
- Financial/Asset Degradation
- Employee Attraction & Retention
- Health & Safety
- Legal, Regulatory & Legislative
- Operations
- Technology/Cybersecurity
- Workplace Culture
- Strategy Execution
- Customer Experience

Reputation

Limited staff resource capacity due to significant workload issues, impacting the corporate efforts to engage and activate community through a corporately coordinated approach.

Competing for talent without targeted attraction plans and lengthy wait times

Lack of capacity negatively affecting ability to maintain and support external and internal communications.

CM-32-20 Appendix B-1

Financial/Asset Degradation

Cost of contracted services out pacing budgeted funding

Not having appropriate technology in place to enable us to manage our data for quality, usability and reliability; e.g. in asset Information and impact on Capital investment decision making

Not investing sufficient resources to support a comprehensive preventative maintenance program to achieve the anticipated life cycle of assets

CITY OF
Burlington

Employee Attraction & Retention

Non-competitive wage rates negatively affecting ability to attract qualified frontline staff

Lack of career growth opportunities and career progression paths to facilitate attraction and retention through succession planning

Staff turnover

Health & Safety

Increasing health & safety risk due to pandemic response is straining resources.

Legal, Regulatory & Legislative

Ability to respond in a timely manner to legal, FOI, Ombudsman requests because of workload volumes

Operations

Long-term inattention to workspace and yard space area shortage negatively affecting ability to work efficiently.

Reliance on the city to get involved in areas that are better suited at the neighbourhood level consuming necessary resources.

Building Operations not achieving energy savings potential due to increasing complexity of equipment, technical skill limitations of operators and staffing model (e.g. more part-time staff involved).

Increased technical/legal complexities of applications, licenses, enforcement and litigation requires more staff time to resolve.

Capacity constraints negatively impacted by the ability to build adequate depth of skills and coverage negatively impacting our ability to sustain and evolve key business systems (e.g. BI, ERP, EAMS)

Key person dependency within engagement negatively affecting sustainability especially considering the current council is very focused on engaging residents

Technology/Cybersecurity

Systems nearing end of life require more focus on maintenance and upkeep; taking staff time away from important project work and the delivery of new or enhanced technology.

Staff working in obsolete systems requires extensive manual intervention and human "remembering" (e.g. HRIS)

Technology lifecycle renewal, inventory and contract management has become increasingly challenging

Exponential growth of data increases the risk of duplication and data inaccuracy

The pace of change is constant, and the complexity of the technology environment is ever increasing requiring staff to re-tool and upskill on a frequent basis without the necessary time to do so.

Reliance on a single source of skills impacts ability to respond to issues and could result in service disruptions (e.g. A/V support).

Workplace Culture

Impact of understaffing over decades combined with increase service delivery expectations has created a long-lasting negative impact on staff morale

Imbalanced division of work portfolios

Work assignments will continue to mount given limited staff resource capacity

Fail to develop our talent to the detriment of the individual and the corporation. Succession management is critical given that specialized positions have proven difficult to fill in the past.

Processes that cannot be adapted to accommodate remote work arrangement causing stress in staff.

CM-32-20 Appendix B-1

CITY OF **Burlington**

Strategy Execution

Our ability to evolve as an organization will stagnate without bringing flexible and agile business practices to our organization.

The ability to implement end-to-end practices to create corporate-wide accountability and support execution will be diminished without adding the resources to build capacity

Our ability and responsibility for making linkages and connections with people and initiatives to strategic priorities and context will suffer without a coordinating team.

Inability to realize value in the organization without having corporate wide processes that will assess, prioritize, design, build, and support the implementation of ideas and solutions

Unable to encourage, build and sustain momentum for cross functional staff collaboration, solution building and innovative mindsets without a purposeful plan.

Failure to coordinate and align corporate strategic planning, or to embed enterprise risk governance, or to cultivate of a culture of innovation and continuous improvement will negatively affect the achievement of our strategic goals and objectives.

Customer Experience

Inconsistent customer experience has a negative impact on employee and customer engagement and creates a lack of trust from internal and external customers

Poor customer experience leads to a lack of trust from the community which results in decreased adoption and resistance to regulations, by-laws and new initiatives.

Diminished customer experience can increase the cost to deliver services in particular related to customer service – siloed approach means customers phone multiple times and multiple people

Poor or inconsistent customer experience can result in loss of revenues – customers choose to go elsewhere