

BRIEFING REPORT

REPORT TOPIC: Concept of the Council Annual Strategic Agenda/Work Plan Policy (IV-40) and the Connection to the Council Effectiveness Self-Evaluation

REPORT TO: COO Council

REPORT FROM:

DATE: January 18, 2018

REPORT PURPOSE:

☒ Policy Development/Enhancement/Regular Review/Approval

☐ Ends Policy

☐ Executive Limitations Policy

☐ Council-Staff Relationship Policy

☒ Governance Process Policy

☒ Council Implementation of Policy

☐ Council-Staff Relationship Policy

☒ Governance Process Policy

☐ Monitoring Report

☐ Ends

☐ Executive Limitations

☐ Ownership Linkage Report

☐ Incidental Report

☐ CEO & Registrar

☐ Council President

☐ Other: Briefing Report

BACKGROUND

The policy topic “Council Strategic Agenda/Work Plan” (IV-40) falls under the Governance Process policy quadrant. This policy is designed to provide an agreed upon framework and process for the Council to set its own Strategic Agenda and Work Plan for each year.


The Council does not have a current policy on this topic. Although, the Governance Committee has not reviewed the detailed wording of the draft policy, they discussed this concept in October and November 2017.

The Council Strategic Agenda is a critical Council effectiveness tool that ensures the Council is held accountable for the focus of its own work plan, its progress toward achieving its work plan, and Council’s overall results in any one Council cycle. Outlined in Figure 1 below is the proposed governance process policy regarding the Council’s Strategic Agenda/Work Plan.

The concept of using a Council Strategic Agenda/Work Plan will be discussed at the January Council meeting in the context of Council planning its areas of work and its deliverables over the next 12 months. In its Council Effectiveness Self-Evaluation, Council Members were asked to provide their recommendations for the most important topics for Council to work on in 2018. By the January 2018 Council meeting, the primary themes outlined for Council Members will be presented along with a proposed plan of how Council might tackle these topics over its 2018 work plan.

In preparation for the Council meeting, please review Figure 1, the proposed new draft policy. There will opportunity to fully discuss the concept and the policy at the January meeting. Please also see below the proposed template for the Council Strategic Agenda/Work Plan. At the January meeting we will review some examples to provide Council with a full understanding and discussion regarding how the strategic agenda/work plan can be used to effectively.

**FIGURE 1
PROPOSED NEW POLICY**

POLICY TITLE: COUNCIL STRATEGIC AGENDA AND WORK PLAN	POLICY SECTION: GOVERNANCE PROCESS	POLICY NO: IV-40	
APPROVED BY: COUNCIL	REGULAR COUNCIL POLICY REVIEW FREQUENCY: EVERY 3 YEARS	MONITORING OF BOARD COMPLIANCE WITH POLICY CRITERIA FREQUENCY: TBA	
DATE APPROVED: Ready for discussion with Council	PRESIDENT’S SIGNATURE:		
DATE REVIEWED / REVISED:			

To accomplish its job products with a governance style consistent with Council policies, the Council will prepare and follow an Annual Integrated Council Strategic Agenda/Work Plan.

The Council is responsible for leading its own strategic governance goals and agenda as well as the agenda for regular Council meetings. As such, the Council will meet at least twice per year with the purpose of planning its strategic goals and related agenda for the Council. There will be a planning session in December so that the experienced Council can identify a preliminary strategic agenda for the next year and this will be confirmed by the new Council at a brief session early in the year at the January/February Council meeting.

The Executive Committee will hold a mid-year discussion to ensure the Council is moving forward with its plan. The Executive Committee will submit a governance monitoring report within 30 days to inform the Council if a significant change is being made to the strategic agenda.

The cycle will conclude each year on the last day of December so that administrative planning and budgeting can be based on accomplishing a one year segment of the Council's most recent statement of long term Ends.

The cycle will start with the Council's development of its agenda for the next year and will include the following elements:

1. Ongoing environmental scanning in order to inform Council's strategic policy direction to COO.
2. Re-exploration of Ends policies as needed and as the environment changes.
3. Continuous improvement of Council performance through Council education and enriched input and deliberation.
4. Consultations with selected groups in the ownership, or other methods of gaining ownership input will be utilized in forming the Council agenda.
5. Governance education and education related to Ends determination throughout the year (e.g. presentations by demographers, subject experts, staff, etc.) will be arranged to facilitate forming the Council agenda.
6. Council's monitoring of compliance with Council's Governance Process and Council/Staff Relationship policies.

7. Council's regular review of all of its governing policies over a specified number of years outlined in a review schedule.
8. Monitoring of the CEO & Registrar's achievement of Ends Policies and compliance with Executive Limitations Policies.
9. Conducting an Annual CEO & Registrar Performance Appraisal based on the regular Monitoring.
10. Reviewing the External Financial Audit Report.
11. Discussing Council succession planning.

The Annual Council Strategic Agenda/Work Plan will be recorded such that each Council Member can see at a glance the Council work plan for the year. Specific Council meeting agendas will be prepared in the context of the annual Council Strategic Agenda/Work Plan.

Council Committees can submit policy developments or monitoring report items to the agenda by submission to the Council Chair or to the Chair via the CEO & Registrar. The Chair will carefully consider these items and schedule them according to priority themes, time availability and appropriateness with the governance approach. The Chair will consult with the CEO & Registrar regarding the operational aspects of such items and the time requirements for the preparation of suitable documents and background information for Council.

Council Members can submit potential policy agenda topics to the Council Chair or through the CEO & Registrar to the Chair. The Chair will carefully consider these items and schedule them according to priority themes, time availability and appropriateness with the governance approach. The Chair will consult with the CEO & Registrar regarding the operational aspects of such items and the time requirements for the preparation of suitable documents and background information for Council.

A 'Notice of a Motion' is an additional mechanism to provide a Council member with the means to bring a topic to Council at the following Council meeting.

Appendix 1 – Annual Council Strategic Agenda/Work Plan Template.

COO GOVERNANCE OF STRATEGIC DIRECTION AND RISK
STRATEGIC AGENDA/WORK PLAN

MONTH							
POLICY DEVELOPMENT, APPROVAL, REVISION				ENVIRONMENTAL SCANNING AND LINKAGE WITH OWNERSHIP	MONITORING OF THE OPERATING ORGANIZATION ACHIEVEMENT & RISK		COUNCIL DEVELOPMENT AND EVALUATION
ENDS	EXECUTIVE LIMITATIONS	GOVERNANCE PROCESS	COUNCIL/STAFF RELATIONSHIP		ENDS	EXECUTIVE LIMITATIONS	

PARKING LOT / ON THE HORIZON

Policy	Ownership Linkage	Monitoring
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•	•	•
•	•	•