

010 - OPLB CEO Reporting and Board Monitoring

Background and Principles

In keeping with the Board's utilization of a policy or strategy model of governance, the Board requires the CEO to report on a variety of subjects so that the Board may effectively perform its monitoring role.

Some of the fundamental principles to be used in reporting and monitoring include that:

- The Board may request and obtain any information regarding the OPL from the CEO that it considers important to fulfilling its role and duties;
- The Board, working with the CEO, will define the type, format, and timing of information it should receive and will provide ongoing feedback on any adjustments or modifications that should be made for future reports;
- The CEO will advise the Board of the effort, time, and estimated cost of providing requested information so that the Board may determine if the effort is warranted;
- Information provided by the CEO should be timely, concise, complete, transparent, and accurate; and,
- The Board shall schedule the review of monitoring information in its calendar of meetings to provide sufficient time for the CEO to prepare and deliver the reports.

Performance Monitoring

The Board shall work with the CEO to establish the metrics and indicators that shall be utilized to monitor performance. In principle, the metrics and indicators report should:

- Draw from the longer-term goals and objectives established in the OPL's Strategic Directions and Priorities;
- Include key objectives set in the annual Corporate Work Plan and budget;
- Provide information on financial results, service quality, and other performance dimensions as appropriate to provide a balanced perspective on the performance of the organization;
- Focus on results rather than process or activities; and,
- Provide an opportunity for management to explain the results and identify any corrective action plans that will be implemented as appropriate.

Details on annual objectives for the OPL and performance objectives for the CEO are documented in other policies.

Regular Board Reporting

The following table lists the ongoing reports the CEO shall provide to the Board. Decisions listed in the Delegation of Authority policy will be reported on annually, unless specifically noted below.

Report	Each Meeting	Quarterly	Semi-Annually	Annually	As Required or Scheduled
1. Financial Statements and disclosures		X ¹			
2. Annual audit and report (financial)				X	
3. Annual Report (to the community)				X	
4. Performance indicators			X		
5. Risk management analysis					X
6. Major project updates (including facilities)					X
7. Confirm compliance with Board or OPL Administrative Policies				X	
8. Deviations to OPL Policies	X				
9. Labour relations (confidential)					X
10. Senior succession planning				X	
11. Fundraising Program updates				X	

¹ Reports presented in financial status updates to the Board vary depending on the quarter. Table 1 identifies all reports produced for financial status reporting to the Board. The table also clarifies which quarter of the year each report will be presented in election and non-election years.

CEO Reporting

In addition to the reports identified above, the CEO shall:

- Provide an overview of significant developments at each Board meeting;
- Inform the Board of significant program changes related to the service delivery model;
- Inform the Board of any staff changes at the senior management level no later than the following Board meeting;
- Ensure the Board is aware of relevant trends, significant changes in federal, provincial, or municipal policies, and significant external and internal changes that may impact OPL performance or Board policies;
- Ensure the Board Chair is aware of anticipated media coverage in a time sensitive manner;
- Advise the Board if, in the CEO's opinion, the Board is not in compliance with its own by-laws or policies;
- Deal with the Board as a whole except when dealing with the Chair, fulfilling individual requests for information, or responding to officers or committees charged with specific responsibilities by the Board; and,
- Where warranted, obtain for the Board as many representative points of view, issues, and options as needed to fully inform Board decisions.

Table 1 – Financial Status Report Content

Financial Report Name	Non-Election Year	Election Year
Operating Financial Report	Q1, Q2, Q4	Q1, Q2, Q3, Q4
Year-End Forecast Report	Q2	Q2, Q3
External Funds Raised Financial Report	Q1, Q2, Q4	Q1, Q2, Q3, Q4
OPL Board Operating Report	Q1, Q2, Q4	Q1, Q2, Q3, Q4
Contract Expenditures Report	Q2, Q4	Q2, Q4
Capital Financial Report	Q1, Q2, Q4	Q1, Q2, Q3, Q4
Capital Works in Progress Report	Q1	Q1

Effective Date: March 9, 2021

Last Review Date: December 2018