

Governance Workshop

3 November 2016

Objectives

- Overview of our current journey as a City
- Overview of the new BLT Charter and Leadership Competencies
- Key principles of good governance
- Consider the development of a Council Governance Charter

Where Are We As A City?

Strategic
Plan

Approved

OP/Mobility
Hubs
BLT Work plan

Under Way

Budget

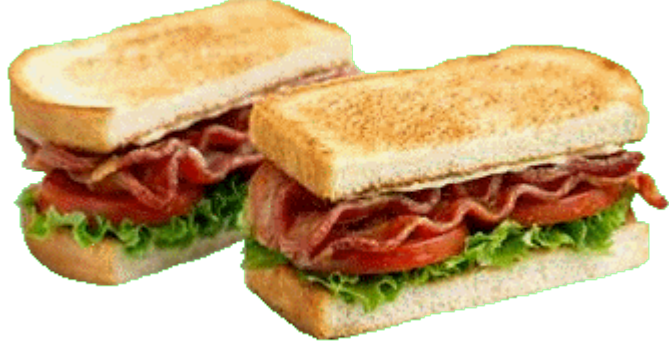
Coming soon to a
Council chamber
near you

Where Are We As a City?

- We are shifting from governance focused on day to day operations to major strategic objectives
- Significant complex work ahead to deliver on the strategic plan
- **In the next 24 months Council will consider a range of interrelated policies and initiatives that will shape the social economic and cultural fabric of the city for 50-100 years**
- Ensuring the right governance/management role definition, and high quality governance is critical to success

BLT

- The senior staff leadership has dramatically restructured to prepare to deliver the strategic plan.
- New structure, new name, new mandate
- Sub-team around the strategic themes (plus budget and IT sub-teams)
- Recently approved a BLT Charter, and a set of Leadership Competencies



BLT Charter

- Developed by a subgroup of BLT, approved by the whole team in September
- Positive, constructive, collective commitment on our role, and how we work as a group
- Self police our commitment to the charter
- NOT A CODE OF CONDUCT, rather shared statement of intent

Leadership Competencies

- Table of key leadership competencies/roles at all levels of leadership from Supervisor to City Manager
- Developed by a team of senior staff and approved by BLT in September
- Succession planning and organizational development to support the competencies is a key priority for BLT

**Fundamental difference between the role of council and administration
is one of governance versus management.**

It is therefore useful to review these classic definitions

Governance is...

- The set of responsibilities and practices, policies and procedures used to provide strategic direction, ensure objectives are achieved, manage risks and use resources responsibly and with accountability.

Management is...

- The process of planning, organizing, directing and controlling organizational resources (human, financial, physical and informational) in the pursuit of organizational goals.

Effective governance requires that all participants are pulling in the same direction.

General Situation – James' view

- Council and staff have shared priorities and vision
- Positive and constructive working relationship
- Respective roles and responsibilities are clear and respected (most of the time)
- Some issues that can only be successfully addressed if we work on them jointly
- Council has focused on the Code of Conduct (regulatory and controlling) rather than a positive vision of how it could be a high functioning governance body

Good Governance

Setting Direction & Outcomes

- Strategic Guidance
- Financial Planning

Values & Conduct

- Tone from the Top
- Corporate Values

Accountability & Risk

- Continuing Oversight
- Stewardship
- Responsibility

Engagement & Partnership

- Open Government
- Community Engagement

Resources

- Strategic Plan
- Official Plan
- Transportation Master Plan
- City Manager's Work Plan
- Capital & Operating Budget
- Investment Policy
- Financial & Non-Financial Performance Measures Reporting

- Procedural By-law
- Code of ethics
- BLT Charter
- City of Burlington Competencies
- Charter of Good Governance

- Delegated Authority By-Law
- Enterprise Risk Management Policy
- Closed meeting policy
- Disclosure policy
- Council Expense manual

- Strategic initiatives reporting
- Engagement Charter
- Partnership/Relationship with BLT
- Intergovernmental Relations Strategy

Behavior

- Provide direction with an outward vision rather than Internal preoccupation
- Strategic leadership rather than administrative detail

- Work to collectively inspire staff and the public through policy setting and decision making
- Respect the role of staff to To provide advice on political Neutrality and objectivity Without undue influence from Members of council
- Act with decorum at committee and council meetings

- Accurately share decisions of council regardless of disagreement with majority decisions
- Compliance with applicable legislation
- Avoid improper use of influence of their office

- Recognize that the public has a right to open government and transparent decision making.
- Build and foster relationships in the best interest of the community as a whole

A way forward (for discussion)

- Ask the Council sub-committee that recently reviewed the procedural bylaw (or a variation) to draft a Governance Charter for Council consideration
- A positive, aspiration, constructive document
- Then, and only then, we consider code of conduct, but focus first on the positive
- Staff provide research and support as needed

