

The Strategic General Manager's Report*



* Note that this format assumes that financial matters are dealt elsewhere in the agenda.

1. Current Significant Issues

An overview of any significant current issues facing the organisation. These may continue on from the previous meeting of the Board or be a new issue. These current issues should not just be for information (see section 6) but also to allow the General Manager to obtain input and feedback.

2. Matters for Approval

Any matters for which the General Manager is seeking the Board's approval and which are not covered elsewhere in the agenda.

Using the recommended agenda format there should not be any decisions required here as they are covered under Matters for Decision.

However, there may be some specific issues, often related to the General Manager personally such as leave, expenses, etc., which may be better included at this point in the agenda.

3. Update on Strategic Plan Implementation

Updates on the strategic plan are covered in this section of the report.

Major reviews on progress on the strategic plan should be covered every three or so months. The action oriented annual plan should be included, with updates indicating progress since the last meeting.

In addition, it may be desirable to comment in greater detail on the performance of a particular business or function at this point in the General Manager's report.

Either one or two business units or functions might be covered, with an update on initiatives and progress.

Over the course of the year, each business or function should be addressed at least once.

It is likely that for this section the General Manager will have been assisted by the Line Manager responsible for this aspect of the organisation's activities.

4. Major Key Performance Indicators

The strategic plan should have had a number of both financial and non-financial KPIs. Examples may be overall budgeted surplus/deficit, funding (by major source); various indicators of services provided; staffing numbers; client staff ratio, etc.

In this section, which should follow the same format from meeting to meeting, these KPIs will be reported, together with their target, possibly a "traffic light" indicator to indicate whether performance is on or better than target (green); a little less than target, but not major concern (amber) or below target and of some concern (red).

A brief description of the reason and actions being taken for amber and red items should also be included. In this way, the Board is constantly having its attention drawn to the outcomes expected under the strategic plan.

5. Risk and Compliance Update

Depending on what actions management have taken between Board meetings this section may have two components:

5.1 Update on Risk and Compliance Management

A brief update on any significant outcomes from the ongoing work on risk and compliance.

5.2 Risk and Compliance Incidents

A brief outline of any incident or activity that has resulted in the occurrence of a risk or compliance event that is outside the agreed risk and compliance standards. Examples will include any H&S incidents, any queries or actions by a government department or authority, any significant member or staff complaints, any environmental incidents, any legal action etc.

6. Matters for Noting

Any other issues which the General Manager wishes to bring to the Board's attention but which are unlikely to require discussion. This can include visitors to the organisation, significant meetings that have involved the General Manager and so on.