Pat Curran

Facilitator

**Summary Report of Planning Session – November 19, 2016**

Jimmy Pratt Outreach CEntre

**1. Introduction**

The Board of Directors of the Jimmy Pratt Outreach Center (JPC) held a planning session at the George Street United Church on November 19, 2016 to review and update current priorities. The session was facilitated by Pat Curran and was supported by the Community Capacity Building (CCB) program of the Department of Business, Tourism, Culture and Rural Development (BTCRD).

**2. Attendance**

The session was attended by directors, team leaders and staff of the JPC including:

Josh Shea

Bill Lewis

Chris LeGrow

Blake Cryderman

George parsons

Christine Clouston

Diane Butler

Treva Aberle

Pat Curran, Facilitator

**3. Overview of Agenda**

Key objectives for the session include:

* Identify possible activities
* Set strategic priorities for planning
* Undertake detailed action plans for 4-5 strategic areas
* Identify and discuss key roles and responsibilities of the Board of Directors, staff and other volunteers in implementation

A detailed copy of the agenda is attached as **Appendix A**.

**4. Potential Topics for Planning**

The session commenced with facilitator Pat Curran inviting participants to identify their individual priorities for planning and expectations from the session. Responses included:

* Focus on long term planning
* Policy and strategy
* Find some ways to engage program into overall JPC Board
* Discussion on responsibilities of board members
* Succession planning with volunteers
* How to instill volunteer spirit
* Fundraising strategy(s)
* Operations and reporting relationships
* Social media strategy planning
* Ensuring effective data collection and consistency in reporting and numbers
* Facilitating external relationships with other partners, i.e. Gathering Place
* Developing performance evaluation measures/indicators
* Establishing internal and external controls around Programs, Policies and Fundraising
* Operational protocols/policies, i.e. donated food
* Role of Board versus role of coordinator
* Need for programs – breakfast, soup kitchen and seniors under JPC brand
* Relationship of JPC to George Street United Church/authority of Board to manage JPC
* Need to define (redefine)/clarify role of Board to that of Church Council

Most of the planning priorities identified above fall within one of several broad categories as seen below.

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| **Marketing/communications/**  **stakeholder engagement** | **Governance** | **Operations** |
| * How to instill volunteer spirit | * Focus on long term planning | * Operations reporting relationships |
| * Fundraising strategy(s) | * Policy and strategy | * Ensuring effective data collection consistency in reporting/numbers |
| * Social media strategy planning | * Find some ways to engage programs into overall JPC Board | * Developing performance evaluation measures/indicators |
| * Facilitating external relationships with other partners | * Discussion on responsibilities of board members | * Establishing internal and external controls around Programs, Policies and Fundraising |
| Need for programs to come together under JPC brand | * Succession planning with volunteers | * Operational protocols/policies, i.e. donated food |
|  | * Role of Board versus role of coordinator |  |
|  | * Relationship of JPC to George Street United Church and authority of Board to manage all aspects of the JPC |  |
|  | * Need to define clarify role of Board to that of Church Council |  |

**5. A Working Board**

Considering the focus on governance and operations, there was considerable discussion on limited resources for strategy implementation and the notion of a “working board”. A working board was defined as active engagement in implementation by members of the board of directors. Directors might chair and lead sub-committees and particular initiatives along with other directors and volunteers. Directors would be responsible for communicating committee activities to the Board and board direction to the committee as required.

**6. Competency Gaps at Board**

The Board has provision for 9-12 members. The Board at present comprises 3 members of the congregation, 3 members for representatives of programs and a further 3 members at large. There was recognition that the current Board structure allows for additional competencies to be reflected around the Board table, possibly tied to key priority action items. Desired skills gaps and competencies identified include:

* Food security/agriculture
* Fund development
* Legal
* Marketing, particularly social media
* Food service operations
* Social work/counselling and other health care professionals

**7. Role and Function of Committees**

There was considerable discussion on establishing formal committees to provide leadership on priority areas. Committees might take one of two forms – either a standing committee of the Board with an ongoing responsibility and mandate for a proscribed area or a special (or ad hoc) committee established for a specific project or initiative and usually for a fixed period of time. Regardless of the type it was agreed that each committee appointed by the Board must have a clear understanding of its role and mandate, generally reflected in a Terms of Reference prepared by the Committee and approved by the Board. A sample committee terms of reference is provided as **Appendix B** however each committee should operate within the following scope:

* Committee name
* Purpose of committee
* Chairperson
* Reporting requirements
* Membership
* Frequency/location of meetings
* Staff resources/other supports

**8. Committees for Priority Areas**

Priority areas requiring the establishment of a formal committee included the following:

* Finance
* Operations
* Fundraising/Fund Development
* Marketing/Communications
* Volunteer Succession/Recruitment
* “New Programs”

Participants considered roles, responsibilities and membership on each of these Committees and identified the following for consideration. It was also agreed that each Committee would be responsible for developing relevant operating policies and procedures for their subject area.

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| **Committee Name** | **Roles and Responsibilities** | **Membership** |
| Finance Committee | Overall JPC finances  Policies and procedures | Christine Clouston, Treasurer  Bill Lewis |
| Operations Committee | Inventory  WHS  Developing operational policies  Delivery of service  Policies and procedures | Shared membership between JPC and Church Council  Program leads  Chris LeGrow  Diane Butler  Josh Shea  Treva Aberle  Bill Lewis |
| Fundraising/Fund Development | Strategy development and implementation  Parking Program  Policies and procedures | To be determined (TBD)  Potential competency-based volunteer from congregation or community with relevant experience |
| Marketing/Communications Committee | Website  Social media  Policies and procedures | Peter Elliot  Robin LeGrow  Potential competency-based volunteer from congregation or community with relevant experience  Others TBD |
| Volunteer Succession/Recruitment  Committee | Define resource requirements within programs and other activities  Review liability/insurance policies for volunteers  Policies and procedures | Others TBD |
| “New Program” Committee | Assess/review potential new areas of programming | Others TBD |

It was agreed that George Parsons would act as a staff resources for each of the Committees established.

**9. Role of Operations Manager**

There was considerable discussion on the Board’s understanding of the role of the operations manager and the nature of the arrangement between the JPC and the Church Council for this position. There was acknowledgment that the role has evolved over time as the activities of the JPC have developed.

The current arrangement provides for 23 hours per week, 15 for the JPC and 8 for the Church Council. Activities performed by the operations manager include:

* Email and other correspondence
* Managing concert and performance activities
* Manage parking program
* Supervise office and maintenance staff
* Sits on JPC Board and Church Council
* Represented as a resource on other committees as required
* JPC/Church lead on Hot Soup/Cool Jazz
* Funding application development and contract compliance, i.e. City of St. John’s Community Grants etc.
* Digital sign updates
* Picking up supplies
* Maintaining capital plan
* Overseeing purchasing
* Liaison with Salvation Army

There is a clear need for a well-defined job description and as importantly, a greater understanding of the role of the Operations Manager at the JPC Board and Church Council. Through the development of policies and procedures as referenced in above, a clearer delineation of authority between the JPC Board and the Operations Manager is required.

**10. Other Priorities and Opportunities**

Throughout the session, a number of other priorities, actions and opportunities were identified that might require follow-up by the JPC Board of Directors. These are summarized below.

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| --- | --- |
| **Priority/Opportunity** | **Possible Follow-up** |
| Building/defining Jimmy Pratt Centre as the Brand | Include rebranding within Marketing/Communications Committee Terms of Reference or actions |
| Update vision and mission statement | Hold a separate session, potentially with support from CCB program, to review mission and vision statement. This might also be considered within overall rebranding exercise suggested above |
| Orientation Manual for new Directors | Include within Volunteer Succession/Recruitment Committee Terms of Reference or actions |
| Surplus Volunteers | Include within Volunteer Succession/Recruitment Committee Terms of Reference or actions |
| **Priority/Opportunity** | **Possible Follow-up** |
| Initiate other programs, i.e. Sunday night cold plate | Include within New Program Committee Terms of Reference or actions. This might also be considered within updated vision and mission statement and rebranding processes above. |
| Recruitment of younger volunteers, 15+ | Include within Volunteer Succession/Recruitment Committee Terms of Reference or actions |
| MOA with Church and Salvation Army | Immediate requirement to address the outstanding MOA by JPC Board and Church Council |
| Build External Partner Relationships with other groups, i.e. Bridges to Hope etc. | Include within Marketing/Communications Committee Terms of Reference or actions. George Parsons to define potential partners, purpose of meeting and set meeting up. |
| Establish “Jimmy Pratt Centre” email accounts | Include within Marketing/Communications Committee Terms of Reference or actions as this is part of the overall rebranding exercise highlighted above. George Parsons to follow-up with technical support |
| Establish “Jimmy Pratt Centre” One Note or comparable cloud –based file sharing system | Include within Operations Committee Terms of Reference or actions |
| Full Board (12 members) elected at Annual General Meeting | Directors should consider potential competencies and skills gaps, along with need to meaningfully engage programs, in identifying directors |
| Revised/update Operations Manager Job Description | Include within Operations Committee Terms of Reference or actions |

The Board should review these priorities/opportunities and potential follow-up actions as soon as possible to assign priorities, affirm lead (Committee) responsibility and define project timelines.

**11. Recommendations**

The planning session carried out on November 19, 2016 by the Board of Directors, volunteers and staff of the Jimmy Pratt Centre may not have followed the draft agenda as originally envisioned. However the session was successful in that it allowed for an in-depth consideration of the notion of a working board, the relationship of board to key management staff and key roles and responsibilities of directors. It also provide the basis for a more active and engaged committee process and identified a series of opportunities and actions that might be actioned in the weeks and months ahead.

The following key recommendations are provided by the facilitator to hopefully guide the Jimmy Pratt Center is prioritizing the many action items identified above.

***Recommendation This summary report be reviewed at the next meeting of the Board of Directors to define, prioritize and action immediate priorities agreed.***

***Recommendation That immediate attention be paid to those action items identified above that potentially expose the JPC to liability and risk including the lack of a formal MOA with the Salvation Army and insurance coverage for volunteers.***

***Recommendation That immediate consideration be given to the key competency/skills gaps identified above and that the Board be actively engaged in identifying and recruiting volunteers to serve as either directors or as resources to the various committees.***

***Recommendation The action items above, including the establishment of suggested committees, be reflected in a work plan for 2017 to track progress. A sample 2017 work plan template is included as Appendix C.***

***Recommendation That the establishment of an effective Operations Committee, comprising both JPC and Church Council representation, be identified as an immediate priority along the committees proposed above.***

***Recommendation That the work plan be adopted by the Board and reviewed at the initial meeting of the new Board after the upcoming AGM in January 2017.***

***Recommendation That “Work Plan” update be reflected as a standing agenda item on all subsequent meetings of the Board of Directors.***

***Recommendation That “Committee Reports” be reflected as a standing agenda item on all subsequent meetings of the Board of Directors.***

***Recommendation That the Board and Church Council undertake a review of the Operations Manager job description, assigning clear responsibilities in relation to operating policies and procedures as they are developed.***

***Recommendation Given the pressing need for an overall Policies and Procedures Manual, that various committees as they are established consider potential policies and procedures for their particular area of focus.***

***Recommendation There is a clear need to engage programs more fully within the Board and to integrate those programs within the overall Jimmy Pratt Center brand. This might be accomplished through the engagement and consultation processes associated with the overall rebranding of the JPC.***

***Recommendation To the extent that program leadership has not yet come to share in the broader vision for the JPC, for instance welcoming corporate volunteers, the Board of the JPC must reinforce its overall leadership and responsibility for programs being offered while being mindful of the evolution of programs and the dedication of volunteers who initially established and operated programs over the years.***

***Recommendation The JPC should identify an annual strategic planning session as a priority, enabling the Board to review and update progress in the current year and set priorities for the coming year.***

**12. Conclusion**

The Board of the Jimmy Pratt Centre, other volunteers and staff are to be commended for their dedication, both to the programs and as well for their commitment to continuous improvement through the strategic planning session. It is clear that volunteers feel very passionate about their engagement in the Board and Centre and seeing their contribution as a vital element of community service. Pat Curran/ICG welcomes this opportunity to work with the Board once again and extend our best wishes on your success in the coming year.

**Appendix A – Agenda**

**Jimmy Pratt Centre**

**Planning Session**

**November 19, 2016**

**Session Overview**

The Jimmy Pratt Board of Directorswill meet on Saturday, November 19, 2016 for a strategic planning session. Key objectives for the session include:

* Identify possible activities
* Set strategic priorities for planning
* Undertake detailed action plans for 4-5 strategic areas
* Identify and discuss key roles and responsibilities of the Board of Directors, staff and other volunteers in implementation

**AGENDA**

**8:30 am Meet and greet/Introductions**

**9:00 am Call to Order/Session Overview**

**9:15 am Identifying Action Items**

*The facilitator will lead participants in a discussion on what they hope to get from the session, key areas that they wish to see actioned and other issues that they may wish to consider during the session.*

**9:45 am Setting Priorities for Action Planning**

*Participants will review the key areas and prioritize 4-5 areas for more detailed action planning.*

**10:00 am Nutrition Break**

**10:15 am Action Planning Priority 1**

*For each priority, participants will consider why is it important (link to mission), what they want to do (goals), the specific tasks required (actions), who will do it and what other supports are required (leadership and resources), when it will be done (timelines) and finally, how will they know if it has been accomplished (outcomes and indicators).*

**11:00 am Action Planning Priority 2**

**11:45 am Action Planning Priority 3**

**12:30 pm Lunch**

**1:00 pm Action Planning Priority 4**

**1:45 pm Action Planning Priority 5**

**2:30 pm Nutrition Break**

**2:45 pm Roles and Responsibilities**

*Participants will consider the role of the Board, volunteers, staff and other resource people in accomplishing the priority actions, assigning leadership, reporting and other roles as required.*

**3:15 pm Stakeholder Engagement and Communications**

*Participants will consider key messages arising from the planning session – who needs to be engaged in the decisions made, how will we communicate these messages, who will do it and when.*

**3:45 pm Session Evaluation**

*Participants will be asked to complete a short evaluation of the session, providing feedback on the facilitator, room set-up and other aspects of the session.*

**4:00 pm End of Session**

**Appendix B – Sample Committee Terms of Reference**

**(Name) Committee**

**Terms of Reference (draft – November 27, 2016)**

**Background**

Provide background of the Committee.

**Purpose**

Outline the primary purpose of the Committee, i.e. mandate

**Committee Chair**

Name Committee Chairperson (and Co-Chairperson if appropriate)

**Committee Composition**

Identify Committee membership

**Responsibilities of Committee**

Identify the specific responsibilities of the Committee

**Reporting Requirements**

Identify the reporting requirements of the Committee to the Board, i.e. monthly/quarterly/as required reports, written or oral reports, etc.

**Committee Level of Effort**

Identify the anticipated level of effort of Committee members, i.e. meetings, volunteer activities – **this is an important consideration for volunteer recruitment as most volunteers want to know the time commitments expected of them and for how long.**

**Location/Length of Meetings**

Identify the normal meeting location for the Committee and how long each Committee meeting is expected to last.

**Term of Committee**

In the case of standing committees, the term of the Committee may be open-ended. In the case of special or ad hoc committees, the term may be fixed, i.e. until the completion of a project or initiative.

**Expenses**

The Committee should establish a policy on eligible expenses for Committee members.

**Staff/Other Resources**

Identify specific staff commitments and other resources required to support the work of the Committee, i.e. minute taking, preparation and distribution of agenda and other Committee materials etc.

**Appendix C – Work Plan Template**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Priority/ Actions** | **Board Lead** | **Staff/Other Resources** | **Timelines** | **Status** |
| **Assessment of Liability** | | | | |
| Review insurance policies for volunteers | Board | Operations Manager | Immediate |  |
| Review JPC, Church Council and Salvation Army arrangement for any immediate liability issues | Board | Operations Manager | Immediate |  |
| **Identify additional competencies and skills** | | | | |
| Consider competencies and skills and Board and sub-committee level | Board and Committees | Operations Manager | Immediate or as Committees are established |  |
| **Establish Committees** | | | | |
| Prioritize committees to be established | Board | Operations Manager | Immediate |  |
| **Note: Provide a section for each committee approved by Board in separate lines below** | | | | |
| ***Committee X*** | | | | |
| Develop draft Terms of Reference for **X** Committee | Committees | Operations Manager | As Committees are established |  |
| Appoint Directors/other volunteers **X** Committee | Board and Committees | Operations Manager | As Committees are established |  |
| Identify and develop policies and procedures for **X** Committee and area of focus | Committee | Operations Manager | Following establishment of committee |  |
| Approve policies and procedures for **X** Committee and area of focus | Board | Operations Manager | Following establishment of committee |  |
| **Rebranding** | | | | |
| Building/defining Jimmy Pratt Centre as the Brand |  |  |  |  |
| Update vision and mission statement |  |  |  |  |
| Establish “Jimmy Pratt Centre” email accounts |  |  |  |  |
| **Volunteer Succession/Recruitment** | | | | |
| Orientation Manual for new Directors |  |  |  |  |
| Surplus Volunteers |  |  |  |  |
| Recruitment of younger volunteers, 15+ |  |  |  |  |
| Full Board (12 members) elected at Annual General Meeting |  |  |  |  |
| **Stakeholder Engagement** | | | | |
| MOA with Church and Salvation Army |  |  |  |  |
| Build External Partner Relationships with other groups, i.e. Bridges to Hope etc. |  |  |  |  |
|  |  |  |  |  |
| **Operations** | | | | |
| Revised/update Operations Manager Job Description |  |  |  |  |
| Establish “Jimmy Pratt Centre” One Note or comparable cloud –based file sharing system |  |  |  |  |
| **New Programs** | | | | |
| Initiate other programs, i.e. Sunday night cold plate |  |  |  |  |
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