Report to / Rapport au:

POLICY AND GOVERNANCE COMMITTEE COMITÉ DES POLITIQUES ET DE LA GOUVERNANCE

1 May 2023 / 1er mai 2023

Submitted by / Soumis par:

Executive Director, Ottawa Police Services Board / Directrice exécutive,

Commission de services policiers d'Ottawa

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SUBJECT: DRAFT OTTAWA POLICE SERVICES BOARD WORK PLAN: 2023

OBJET: ÉBAUCHE DE PLAN DE TRAVAIL DE LA COMMISSION DE

SERVICES POLICIERS D'OTTAWA POUR 2023

REPORT RECOMMENDATIONS

That the Policy and Governance Committee review the draft 2023 Board Work Plan and forward the final draft to the Ottawa Police Services Board for approval.

RECOMMANDATIONS DU RAPPORT

Que le Comité des politiques et de la gouvernance examine le Plan de travail provisoire de 2023 de la Commission de services policiers d'Ottawa et lui en soumette la version finale pour approbation.

BACKGROUND

The Ottawa Police Services Board's Policy #GA-5 – Board Planning and Performance, stipulates that the Board will follow an annual planning cycle that includes establishing a yearly work plan for the Board and its four committees.

Document 1 contains a draft 2023 work plan for the Ottawa Police Services Board, to be reviewed by the Policy and Governance Committee and submitted for the Board's approval. It incorporates the Board's legislative responsibilities as well as a number of initiatives identified after a review of the year-end status of the Board's 2022 work plan,

the Auditor General's final report and recommendations, and other current/outstanding issues.

There were a number of outstanding tasks from the Board's 2022 workplan that are not tied specifically to legislative responsibilities but were initiated by the Board prior to 2022 and never completed. To assist the Board in determining which of these tasks it wishes to maintain on the 2023 workplan, a separate supporting document (Document 2) has been created for the Committee's review. The Committee is being asked to provide direction on which of the tasks it wishes to add to the 2023 workplan.

DISCUSSION

Many of the tasks included in the draft workplan are routine duties that must be performed by the Board each year to meet its legislated monitoring and oversight responsibilities. There are also requirements each year for new or amended Board policies to address Ministry requirements or emerging issues, as well as regular review of existing policies to ensure they remain current.

The Board's annual work plan is typically approved at the start of the year however the development of the draft workplan was delayed due to a number of factors namely:

- Anticipation of a new Board Chair following the City's recruitment process of a new Public Member. The appointment of the new Public Member has since occurred at City Council's April 26 meeting and the election of a new Chair will be occurring shortly.
- Completion of the Auditor General's review into the convoy response as well as the findings of the Public Order Emergency Commission, to ensure any recommendations applicable to the Board could be included in the workplan.
- Attempts to synchronize the workplan with the development of a new strategic plan for the Service. This is now targeted to be completed in Q2 & Q3.

Since Q1 of 2023 is already completed, some tasks listed in the first quarter have been completed and marked as such.

Prioritization

At the Board's regular meeting in March, this Committee was referred all outstanding motions that were the responsibility of the Board's Committees, to be considered for inclusion in the annual workplan. These have been included as part of Document 2, referenced earlier under the background section of this report.

In light of the number of tasks already committed to through the Board's draft workplan, including the series of recommendations arising from the Auditor General's review of the response to the convoy, as well as considerations such as capacity and the lack of a current strategic plan, the Committee is being asked to provide direction on which of the outstanding tasks it would like to recommend be included in the draft workplan. Any tasks not recommended for inclusion will be listed in the final report to the Board for the approval of the workplan.

CONSULTATION

The Board's Policy & Governance Committee as well as the Ottawa Police Service are being consulted in the development of the draft work plan and any input provided will be incorporated in the final draft to be submitted to the Board for approval.

FINANCIAL IMPLICATIONS

It is anticipated that most tasks in the workplan will be completed in-house and/or can be funded by the Board's 2023 budget allocation.

Some tasks may require additional funding, depending on the timing of their implementation, scope, and/or whether the Board procures external assistance. Some examples would include the review of the Board's resourcing requirements, strategic planning, and changes to Board's Legal Services policy.

SUPPORTING DOCUMENTATION

Document 1: Ottawa Police Services Board Draft 2023 Board Work Plan

Document 2: Outstanding Motions/Tasks for Consideration

CONCLUSION

The Board's Policy #GA-5 – Board Planning and Performance, stipulates that the Board will follow an annual planning cycle that includes establishing a yearly work plan for the Board. Approval of the attached work plan will set a course for the Board in 2023 that will ensure its legislative and oversight responsibilities are fulfilled.

Document 1

OTTAWA POLICE SERVICES BOARD

DRAFT 2023 BOARD WORK PLAN

The Ottawa Police Services Board is responsible for the provision of adequate and effective police services in the municipality. For 2023, its work plan consists of the responsibilities listed below. In addition to the tasks noted, the Board holds regular meetings each month except August.

^{**}For tasks which are not time-dependent, no specific months have been assigned for targeted completion to allow flexibility in the workplan.

RE	SPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
Es	tablishing Expectations													
1.	Approve 2023 Calendar of Monitoring Requirements	√												
2.	Approve 2023 Board Work Plan					Х								
3.	Receive 2023 Schedule of Conferences and CAPG Webinars	√												
4.	Review Board Committee membership		V			X	Х							The Board's committee membership has been updated as new members have been onboarded.
5.	Onboarding/orientation of new Board members (ED)					Х								New Public Member appointment.
6.	Review Board Procedure By-law (P&G and Board)	√	1											

^{*}Unless stipulated otherwise, all responsibilities are held by the Board.

RESPO	ONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
7. Cr	reate new Performance													Ongoing from 2021.
Ev	valuation Framework for													A draft has been
Ex	recutive Command <i>(HR</i>													started.
an	nd Board)													
8. Re	eview False Alarm													Delayed from 2021.
Re	eduction Bylaw <i>(P&G and</i>													-
Вс	pard)													
9. Re	eview Board Policies –													Delayed from 2021.
Ch	napter 1, 2, 3 and													•
Co	onfidential Policies (ED,													
P8	&G and Board)													
10. Re	eview Board Policies –													
Ch	napter 4 Policies <i>(ED,</i>													
P8	&G and Board)													
11. Re	eview Financial										Х	Х	Х	
Ac	ccountability Procedures													
Ma	anual <i>(P&G and Board)</i>													
12. Ar	range Board training													Ongoing throughout
ор	pportunities (ED)													the year.
13. Pr	repare, with the					Χ	Χ	Χ	Χ	Х				Delayed from 2021.
as	ssistance of the OPS and													
oth	her resources as													
re	quired, a strategic plan													
for	r the Service, which													
ind	cludes objectives,													
pri	iorities, and core													
fur	nctions, as well as													
qu	uantitative and qualitative													
pe	erformance objectives;													
als	so includes internal and													
	ternal consultation (P&G												1	
	nd Board)													
a)	Host session(s) to													
	provide update(s) on													
	progress of plan.													

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
14. Hold joint strategic planning						Х	X	Х					Delayed from 2021.
sessions with the Executive													To be scheduled
Command													where applicable.
15. Bargain a renewal	√	√	1	√									
collective agreement with													
Senior Officers' Association													
16. Meet with targeted													
community partners as													
required (Chair, P&G and													
Board)													
17. Hold Public Interest													
meetings in collaboration													
with OPS as required													
18. Schedule OPS													
presentations at Board													
meetings (ED)													
19. Issue updated Board													Ongoing from 2021.
Quarterly Newsletter (ED)													Revised template
													still to be developed.
20. Provide input into annual			√										
Audit Plan (FAC and Board)													
21. Provide input into the													
development of fiscal						Х			X				
policies, objectives &													
priorities (FAC)													
22. Review annual budget for													
consistency with the OPS						X			X				
long range financial plans													
(FAC)													
a) Ensure OPS builds a													
three-year financial												1	
forecast that aligns with													
the Board's strategic													
plan													

23. Review annual budget development process and guidelines & make recommendations for revisions (FAC) 24. Review and approve budget guidelines and timetable 25. Table draft Budget 26. Review & approve OPS budget 27. Develop 2024 Board work plan (P8G) 28. Submit Accessibility Compliance Report (ED) 29. Submit annual report on use of urgent demands for records pertaining to missing persons investigations, to Ministry. (ED) 30. Complete Recruitment of Depty Chiefs (2). Actioning of Recommendations Arising from Audit of the OPS's Response to the Convoy Protest - The Role of the OPSB 1. Review and update of Major 24. X X X X X X X X X X X X X X X X X X X	RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
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	Events policy (and any		1	1										Q3 2023

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
related Board policies) (P&G)													
Review performance evaluation process for Chief, Deputy Chief, and CAO (HR)												X	Due by the end of Q4 2023
Develop Board policy concerning dissemination of information by the Chair to the Board (P&G)												X	Due by the end of Q4 2023
Review and update of Procedure Bylaw		√											
5. Review of Legal Services Policy, including identification of potential or perceived conflicts of interest for the Board Solicitor and a cost-benefit analysis of retaining regular, independent Board counsel (P&G)												Х	Due by the end of Q4 2023
6. Analysis of Board competencies (ED & Board)												Х	Due by the end of Q4 2023
7. Tracking of Board appointment terms	1	√	1	V	Х	Х	Х	Х	Х	Х	Х	Х	
Review policy on Board Member Job Descriptions									Х				Due by the end of Q3 2023
Develop enhanced orientation program for new Board members (ED & Board)												Х	Due by the end of Q4 2023
10. Review resourcing requirements of the Board, including needs assessment and review of staffing									Х				Due by the end of Q3 2023

RE	SPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
	complement at other large													
	police boards (HR & ED)													
	aluating & Monitoring rformance													
1.	Track activities of Board (ED)	√	√	√	√	Х	X	Х	Х	X	Х	Х	X	
2.	Report on 2022 Board Activities, Training & Performance (<i>ED</i>)	√												
3.	Board to meet with individual members of Executive Command re: performance evaluation & mid-point check-in.							Х					Х	
4.	Board Performance Self- Evaluation													A comprehensive self-evaluation is typically completed by the Board once every four years. The last comprehensive self-evaluation was done in 2017.
5.	Performance evaluation for ED (HR)												Х	The last performance evaluation was conducted in January 2021.
6.	Review remuneration for Executive positions												Х	Completed as part of Performance Evaluation Process
7.	Review performance in achieving Strategic Plan (semi-annual)	Х						Х						

RE	SPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
8.	Review annual report on	1												
	Public Rewards													
9.	Review Workplace			Х										
	Accidents and Injuries:													
	2021 Annual Report													
10.	Review activities of Police						Х							Moved to June to
	Service through Annual													align with reporting
	Report (incl. Use of Force &													timelines of the
	Asset Management)													OPS.
11.	Receive quarterly reports													
	on the administration of the				\checkmark			Χ			Х			
	complaints system.													
12.	Review 2021 annual report						X							Moved to June to
	on administration of the													align with reporting
	complaints system through													timelines of the
	Annual Report													OPS.
13.	Receive quarterly reports				√			X			Х			
	on the finances of the													
	organization, including use													
	of delegated authority.													
14.	Review 2021 annual			√										
4-	Financial Status report	,			.,									
15.	Review quarterly reports on	√ √			X			Χ			Χ			
10	Legal Services													
16.	Review quarterly reports on	,			,									
	Labour Relations (In	√ √			√			Χ			X			
47	Camera)		,									\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \		
17.	Review quarterly reports on		√			Χ				Х		Х		
10	Workforce Management													O4 undata provide d
18.	Receive quarterly reports	ا ا						_			Х	1		Q4 update provided
	on Board Monitoring	√ √			√			Х			^	1		as part of year-end
10	Requirements Review quarterly reports on		-1			V			 	V				report on workplan.
19.	Review quarterly reports on		√			X				X		Х		
	OPS performance													

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
20. Receive annual report on		1		-									
Appointments made under	X												
Interprovincial Policing Act													
21. Receive annual report on													
Board Policy CR-1:		X											
Positive Workplace													
22. Receive annual report on			1										
Quality Assurance Unit,		Х											
including compliance with													
Ministry standards. (FAC &													
Board)													
23. Receive annual report on	√												
Accessibility Plan													
24. Receive annual report on													
Human Rights and Racial											X		
Profiling Policy													
25. Approve annual Audit Plan	X		√ √										
26. Receive annual report on													
Board Policy CR-7:													
Workforce Management:		r			•			1	1				
a) Promotion Process			X										
b) Non-Executive Succession		X											
Plan (incl. in Q4 Workforce													
Mgmt report)													
27. Receive annual report on													
Board Policy CR-6: Public									X				
Consultation													
28. Receive annual report on			Х									1	
Executive Succession													
Planning												\	
29. Review annual report on												X	
Board discretionary funding	ı												
30. Receive annual report on	√												
Secondary Activities													

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
31. Receive annual report on Equitable Work Environment (HR & Board)	√												
32. Receive report back on feasibility of piloting safe exchange areas or community safety zones.									Х				City Council Motion 2023 – 05/09, due by Q3 2023.
Miscellaneous													
Attend OAPSB Conference May 30-June 1					Х	Х							
Attend CAPG Conference – August 14-19								Х					
3. Attend OAPSB Fall Labour Seminar – Oct 19-20										Х			

FAC = Finance and Audit Committee; P&G = Policy & Governance Committee; HR = Human Resources Committee; ED = Executive Director