Report to / Rapport au:

POLICY AND GOVERNANCE COMMITTEE COMITÉ DES POLITIQUES ET DE LA GOUVERNANCE

5 December 2023 / 5 décembre 2023

Submitted by / Soumis par:

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SUBJECT: STATUS UPDATE: 2023 OTTAWA POLICE SERVICES BOARD WORK

PLAN

OBJET: ÉTAT D'AVANCEMENT: PLAN DE TRAVAIL DE LA COMMISSION DE

SERVICES POLICIERS D'OTTAWA POUR 2023

REPORT RECOMMENDATIONS

That the Ottawa Police Services Board's Policy and Governance Committee receive this item for information.

RECOMMANDATIONS DU RAPPORT

Que le Comité des politiques et de la gouvernance de la Commission de services policiers d'Ottawa prenne connaissance de ce point.

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 an updated on the status of the Board's 2023 work plan, for the information of the Policy and Governance Committee. This status update will form part of the annual Board Activity, Training & Performance Report, to be submitted to the Board for information in January 2024.

DISCUSSION

Attached as Document 1 is an end of year status update on the Board's 2023 Work Plan.

As shown in Document 1, a significant amount of the work committed to by the Board through its work plan has either been completed, or at a minimum, initiated. Work that has not been completed has been included as part of the draft 2024 work plan, which the Committee will consider separately.

Tasks from the 2023 work plan that remain incomplete include the following:

- The creation of a new Performance Evaluation Framework for Executive Command – a framework has been started and substantive work has been completed on it however work is ongoing to ensure alignment between the framework and the recently updated performance measurement process the Service developed, which was previously expected to launch in December 2023. The consultant that previously assisted with the framework has been contacted for an updated scope of work.
- Executive Command performance evaluation process, including annual remuneration review.
- Review of Board policies the Policy and Governance Committee is responsible for reviewing the Board's policies at least once every three years. The Board has fallen behind in its routine review of its policies due to workload issues as well as previous flux in terms of its membership however, with the onboarding of a new Senior Policy Advisory next year, the Board will have more capacity to complete this review. The review of Board policies is also being timed to align with the Community Safety and Policing Act (CSPA) coming into force, slated for April 2024.
- Review of the Financial Accountability Procedures Manual initially targeted to be completed by the Policy Governance Committee by Q4 2023, the Committee has since reassigned the review to the Finance and Audit Committee as it better aligns with that Committee's responsibilities.
- The review and update of the Board's Major Events policy this review has begun and is ongoing.
- The re-launch of the Board's Quarterly Newsletter this will be assigned to the Board's new Communications and Stakeholder Relations Advisor.
- Discussion on a Board Performance Self-Evaluation.

- Executive Director performance evaluation the Board is currently exploring
 the creation for a new job description for the role given the staffing changes in
 the Board office as well as the creation of the new evaluation system. The
 Board will need to determine how it wishes to complete this task in the
 absence of the updated framework.
- Review of Legal Services Policy A review has begun on the policy and proposed amendments are targeted to be presented in Q1 2024 for discussion by the Policy and Governance Committee.

Items from the Board's 2023 workplan that are incomplete at present but are targeted to be completed by end of this year include the following:

- Board policy concerning information sharing by the Chair to the Board
- Analysis of Board competencies
- Enhanced orientation program for new Board members
- Review of False Alarm Reduction Bylaw
- Development of the Board's 2024 Work Plan
- Submission of Accessibility Compliance Report

In order to fulfill its monitoring and oversight responsibilities, the Board receives regular reports from the Service as well as Board staff. While some reports were delayed throughout the year, reports that remain outstanding are:

- Annual report on Executive Succession Planning (Service)
- Non-Executive Succession Plan (incl. in Q4 Workforce Management report) (Service)
- Annual report on Board Policy CR 6: Public Consultation (Service)
- Annual report on Board Discretionary Funding (ED)
- Annual report on Human Rights and Racial Profiling Policy (Service)
- Q4 OPS Performance Report (Service)
- Equitable Work Environment Annual Report (Service)

CONSULTATION

Not applicable.

FINANCIAL IMPLICATIONS

Not applicable

SUPPORTING DOCUMENTATION

Document 1: 2023 BOARD WORK PLAN - END OF YEAR STATUS UPDATE

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. This report is intended to provide an update to the Committee on the status of the Board's 2023 workplan.

Document 1

OTTAWA POLICE SERVICES BOARD

2023 BOARD WORK PLAN - END OF YEAR STATUS UPDATE

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 are assigned for targeted completion to allow flexibility in the workplan.

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
Establishing Expectations													
Approve 2023 Calendar of Monitoring Requirements	1												
2. Approve 2023 Board Work Plan					1								
Receive 2023 Schedule of Conferences and CAPG Webinars	1												
Review Board Committee membership		1			1								
5. Onboarding/orientation of new Board members (ED)				1									
6. Review Board Procedure By-law (P&G and Board)	V	1											
7. Create new Performance Evaluation Framework for Executive Command (HR and Board)							1	-	-	-	-	-	Ongoing
8. Review False Alarm Reduction Bylaw (P&G and Board)												Х	In progress

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

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
9. Review Board Policies – Chapter 1, 2, 3 and Confidential Policies (ED, P&G and Board)													Not completed
10. Review Board Policies – Chapter 4 Policies (ED, P&G and Board)													Not completed
11. Review Financial Accountability Procedures Manual (P&G and Board)										Х	Х	Х	Not completed. Reassigned to FAC
12. Arrange Board training opportunities (ED)	-	-	-	-	-	-	1	-	-	-	-	-	Ongoing throughout the year
13. Prepare, with the assistance of the OPS and other resources as required, a strategic plan for the Service, which includes objectives, priorities, and core functions, as well as quantitative and qualitative performance objectives; also includes internal and external consultation (P&G and Board) a) Host session(s) to provide update(s) on progress of plan.					₹	√	√	1	√	√	√		
14. Hold joint strategic planning sessions with the Executive Command								1	1		√		
15. Bargain a renewal collective agreement with Senior Officers' Association	1	1	1	1									

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
16. Meet with targeted	-	-	-	-	-	-	-	-	-	-	-	-	Ongoing throughout
community partners as													the year
required (Chair, P&G and													
Board)													
17. Hold Public Interest													None held
meetings in collaboration													
with OPS as required													
18. Schedule OPS	-	-	-	-	-	-	-	-	-	-	-	-	Ongoing throughout
presentations at Board													the year
meetings (ED)													
19. Issue updated Board													Not completed
Quarterly Newsletter (ED)													
20. Provide input into annual			√										
Audit Plan (FAC and Board)													
21. Provide input into the													
development of fiscal							√		√				
policies, objectives &													
priorities (FAC)													
22. Review annual budget for													
consistency with the OPS							√		√				
long range financial plans (FAC)													
a) Ensure OPS builds a													
three-year financial													
forecast that aligns with													
the Board's strategic													
plan													
23. Review annual budget													
development process and							√		√				
guidelines & make							,		,		1		
recommendations for													
revisions (FAC)													
24. Review and approve													
budget guidelines and									√				
timetable													

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
25. Table draft Budget				-							1		
26. Review & approve OPS budget											√		
27. Develop 2024 Board work plan (P&G)												Х	In progress.
28. Submit Accessibility Compliance Report (ED)												Х	In progress
29. Submit annual report on use of urgent demands for records pertaining to missing persons investigations, to Ministry. (ED)			√										
30. Complete Recruitment of Deputy Chiefs (2).	1	1	1	1	1								
Actioning of													
Recommendations Arising													
from Audit of the OPS's													
Response to the Convoy													
Protest – The Role of the													
OPSB													
Review and update of Major Events policy (and any related Board policies) (P&G)								1	-	-	-	-	Ongoing
Review performance evaluation process for Chief, Deputy Chief, and CAO (HR)												Х	In progress
Develop Board policy concerning dissemination of information by the Chair to the Board (P&G)												Х	In progress

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
4. Review and update of		1		-	_		_						
Procedure Bylaw													
Review of Legal Services												X	In progress
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)													
6. Analysis of Board												Х	In progress
competencies (ED & Board)													
7. Tracking of Board	√	√	√	\checkmark	√	√	√	√	1	√	√	1	
appointment terms													
8. Review policy on Board									1				
Member Job Descriptions													
9. Develop enhanced												Х	In progress
orientation program for new													
Board members (ED &													
Board)													
10. Review resourcing										1			
requirements of the Board,													
including needs assessment													
and review of staffing													
complement at other large													
police boards (HR & ED)													
Evaluating & Monitoring			1									1	
Performance													
Track activities of Board	√	√	√	√	√	√	√	√	√	√	√	√	
(ED)													
2. Report on 2022 Board													
Activities, Training &	√												
Performance (ED)													

RE	SPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
3.	Board to meet with							Х					Х	Not completed.
	individual members of													Performance
	Executive Command re:													framework is still to
	performance evaluation &													be developed.
	mid-point check-in.													
4.	Board Performance Self-													A comprehensive
	Evaluation													self-evaluation is
														typically completed
														by the Board once
														every four years.
														The last
														comprehensive self-
														evaluation was done
														in 2017.
														Not completed.
5.	Performance evaluation for												Х	The last
	ED (HR)													performance
	, ,													evaluation was
														conducted in
														January 2021.
														Not completed.
6.	Review remuneration for												Х	Completed as part
	Executive positions													of Performance
	·													Evaluation Process.
														Not completed.
														Performance
														framework is still to
														be developed.
7.	Review performance in													•
	achieving Strategic Plan			1				V				1		
	(semi-annual)			1				, ,						
8.	Review annual report on	V												
	Public Rewards													
		l		<u> </u>			l			I .		1		

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
9. Review Workplace				_	√		_						
Accidents and Injuries:													
2021 Annual Report													
10. Review activities of Police						√							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				√			√			√			
complaints system.													
12. Review 2021 annual report						√							Moved to June to
on administration of the													align with reporting
complaints system through													timelines of the
Annual Report													OPS.
13. Receive quarterly reports				√					√		√		
on the finances of the													
organization, including use													
of delegated authority.													
14. Review 2021 annual			√										
Financial Status report	,				,		,			,			
15. Review quarterly reports on	√				√		√			√			
Legal Services													
16. Review quarterly reports on	,			,									
Labour Relations (In	√			√						٧			
Camera)		,				,			,		,		
17. Review quarterly reports on		√ √				√ √			√		٧		
Workforce Management													04 14 11
18. Receive quarterly reports	l ,			,			,			Ι,		1	Q4 update provided
on Board Monitoring	√			√			1			۱ ۷			as part of year-end
Requirements		1			1					1	V		report on workplan.
19. Review quarterly reports on		√ √			1					√	Х		
OPS performance	-	,		-								-	
20. Receive annual report on		√ √										1	
Appointments made under													
Interprovincial Policing Act													

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
21. Receive annual report on							_						
Board Policy CR-1:					√								
Positive Workplace													
22. Receive annual report on			√										
Quality Assurance Unit,													
including compliance with													
Ministry standards. (FAC &													
Board)													
23. Receive annual report on	√												
Accessibility Plan													
24. Receive annual report on													Outstanding
Human Rights and Racial											Х		
Profiling Policy			,										
25. Approve annual Audit Plan			√										
26. Receive annual report on													
Board Policy CR-7:													
Workforce Management:		ı	ı		ı	,		1	ı	ı	ı		
a) Promotion Process						√							a) Received
													b) Outstanding
b) Non-Executive Succession		Х											
Plan (incl. in Q4 Workforce													
Mgmt report)													0 1 1 1
27. Receive annual report on									\ \ \				Outstanding
Board Policy CR-6: Public									X				
Consultation			V										Outstanding
28. Receive annual report on			Х										Outstanding
Executive Succession													
Planning 29. Review annual report on												X	To be received at
Board discretionary funding												_ ^	the December
board discretionary fulfding													Board meeting
30. Receive annual report on	1												Doard meeting
Secondary Activities	\ \ \												
Occordary Activities													

RES	SPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
31.	Receive annual report on	V												
	Equitable Work													
	Environment (HR & Board)													
32.	Receive report back on									√				City Council Motion
	feasibility of piloting safe													2023 – 05/09, due
	exchange areas or													by Q3 2023.
	community safety zones.													
Mis	cellaneous													
1.	Attend OAPSB Conference					1	1							
	 May 30-June 1 													
2.	Attend CAPG Conference –								√					
	August 14-19													
3.	Attend OAPSB Fall Labour										Х			No one was
	Seminar – Oct 19-20													available to attend.

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

ED = Executive Director