

Report to / Rapport au:

**OTTAWA POLICE SERVICES BOARD
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

25 January 2016 / 25 janvier 2016

Submitted by / Soumis par:

**Executive Director, Ottawa Police Services Board / Directrice exécutive,
Commission de services policiers d'Ottawa**

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**SUBJECT: BOARD ACTIVITY, TRAINING & PERFORMANCE: 2015 ANNUAL
REPORT**

**OBJET: RAPPORT ANNUEL SUR LES ACTIVITÉS, LA FORMATION ET LE
RENDEMENT DE LA COMMISSION DE SERVICES POLICIERS – 2015**

REPORT RECOMMENDATIONS

That the Ottawa Police Services Board:

- 1. Receive this report for information.**
- 2. Direct the Executive Director to forward it to City Council for information.**

RECOMMANDATIONS DU RAPPORT

Que la Commission de services policiers d'Ottawa :

- 1. Prenne connaissance du présent rapport à titre d'information.**
- 2. Demande au directeur général de le transmettre au Conseil municipal à titre d'information.**

BACKGROUND

In December 2005 the Ottawa Police Services Board received a report from the City of Ottawa Auditor General on the Board's governance practices. Among the Auditor General's recommendations were the following:

- a) *That the Board specify training requirements and report annually (and publicly) on individual member training, and training of the Board as a whole.*
- b) *That the Board determine performance evaluation measures and conduct a formal Board evaluation annually.*
- c) *That the Board report the results of the performance evaluation in a board activity report ... (including) information on such things as:*
 - *number of board meetings held*
 - *number of community meetings held*
 - *ceremonial events attended*
 - *number of Council presentations*
 - *hours of commitment*
 - *board training.*

The first annual report on Board Activity and Training was submitted to the Board in 2007 and forwarded to City Council for information; a separate report on the results of the Board's first formal performance review process was also submitted. At that time the Board decided to conduct comprehensive, formal evaluations at least once every four years and less formal evaluations in other years. The most recent comprehensive performance review was conducted at the end of 2012. The less formal evaluations conducted in other years consist of measuring the Board's achievements against its work plan for the year. The Policy & Governance Committee takes the lead in conducting these reviews.

This report and the data contained in Document 1 constitute the tenth annual report on the Police Services Board's Activity, Training and Performance, covering the period from 1 January to 31 December 2015.

Board Activity

In 2006 the Board approved that the activity indicators noted below would be tracked throughout the year and reported on in the annual report; statistics on the Board's 2015 activity are contained in Document 1.

Activity Indicators

1. Board and Committee Meetings

The volume of work associated with board and committee meetings on a monthly basis demonstrated by:

- Number of meetings, including all board meetings (public and in camera), meetings of board's standing committees (Complaints Committee, Finance & Audit Committee, Human Resources Committee, and Policy & Governance Committee), and other committees on which board members serve (Community Awards Selection Committee, Police Scholarship & Charitable Fund Board of Trustees, Thomas G. Flanagan Scholarship Award Selection Committee)
- Hours spent at meetings
- Number of items on agendas (public and in camera)
- Number of pages of agenda material reviewed.

2. Community Meetings

In accordance with the Auditor's recommendations, the number of community meetings is identified separately from other board meetings and includes statistics on:

- Number of meetings
- Hours spent at meetings.

3. Other Functions & Events

Members of the Police Services Board attend a wide variety of other business functions and ceremonial events outside of board and committee meetings each year, such as: business meetings (Ontario Association of Police Services Boards, Canadian Association of Police Governance, 'Big 12' Ontario boards,

meetings with city or provincial officials); collective bargaining and other meetings related to labour relations; media conferences; briefings; police awards ceremonies; recruit badge ceremonies; community events; and meetings with other community partners. This category records the following statistical information related to these other functions:

- Number of events
- Hours spent at them.

Board Committees

Under the terms of the Board's Committee Policy #GA-4, the Policy & Governance Committee is required to meet a minimum of four times a year, and the Finance & Audit Committee a minimum of three times a year. The Complaints Committee and Human Resources Committee meet on an as required basis. The number of times the committees met in 2015 was:

Complaints Committee:	1
Finance & Audit Committee:	3
Human Resources Committee:	1
Policy & Governance Committee:	3.

Additional Workload for Board Chair

The indicators tracked and reported on in Document 1 do not reflect the additional time the Chair of the Board spends dealing with emails, phone calls and meetings on matters related to the work of the Board outside of formal meetings. The Board Chair estimated that in 2015 an average of 12 hours per week was spent on emails, phone calls and media. The majority of meetings attended by the Board Chair are captured in the statistics for "other functions and events" contained in Document 1.

Board Training

The Auditor General's report emphasized the importance of board member orientation and training as essential elements of good governance. To assist the Ottawa Police Board in ensuring its members make the commitment to ongoing learning, the Auditor General recommended that the Board specify training requirements for its members, and report annually and publicly on training for the Board as a whole and for individual

members. The Board captured these recommendations in a Training Policy adopted in 2006. Statistics for training in 2015 are contained in Document 1.

Indicators pertaining to board training include:

- Ministry training attended by board members either individually or as a group
- Other training/education sessions attended by the Board as a group
- Other training/education sessions attended by each individual board member
- Hours spent in training by the Board as a whole and by individual board members.

If the Ministry of Community Safety and Correctional Services offered no training in the year being reported on, the Activity Report will indicate that. Similarly, if there were no members serving their first year on the Board in the year being reported on, the report will indicate that the required orientation training for new members was not applicable that year. One new member of Council joined the Board in December 2014 and a new provincially-appointed member joined in February 2015; their training is captured in Document 1.

A recommendation arising from the 2009 performance evaluation and accepted by the Board is to acknowledge in this annual report that failure to engage in appropriate training and development opportunities limits a board member's ability to participate effectively as a board member. Another recommendation approved by the Board in 2010 was that on an annual basis, each member of the Board shall be asked to read and sign the "Police Services Board Code of Conduct" contained in *Police Services Act* regulation, and that the names of members signing the affirmation form be recorded in the Annual Report on Activity, Training and Performance. The following members have signed and submitted an affirmation form, thereby signifying their review of the Code and their re-commitment to it: J. Durrell, E. El-Chantiry, J. Harder, C. Nicholson, L.A. Smallwood, T. Tierney and S. Valiquet.

Board Training as a Whole

Learning about police operations and programs through staff presentations is one of the objectives contained in the Board's Strategic Plan. In 2015 the Board received educational presentations from OPS staff at regular Board meetings on the following topics:

- Guns and Gangs Unit

- Street Check Review
- Service Initiative.

New board members also completed online training on the Province's Integrated Accessibility Standards Regulation. Other training, such as attendance at police governance-related conferences, is recorded in Document 1.

Board Performance

As noted earlier, the Policy & Governance Committee reviewed the Board's achievements against its approved work plan for the year. The status of all 2015 Board work plan items at year-end are set out in Document 2.

All tasks were completed with the exception of the following (item numbers correspond to the "Establishing Expectations" section of Document 2); they have been added to the 2016 work plan:

- #4 – Review Board 2012-2014 Strategic Plan. At the recommendation of the Policy & Governance Committee, this task was deferred until after the 2016-2018 Business Plan consultation was completed.
- #8 – Develop a Crisis Communications Plan. This was not completed but has been added to the 2016 work plan.
- #9 – Review existing communications policies, protocols and procedures. This is to be done in conjunction with the previous item and was not completed.
- #11 – Develop Board policy on Street Checks. This was deferred due to the announcement that the Province will be enacting a Street Check Regulation, expected in spring 2016.

In addition, several reports due in December were deferred until January 2016 due to the cancellation of the December Board meeting.

CONSULTATION

Consultation was not applicable.

FINANCIAL IMPLICATIONS

There are no costs associated with this report.

SUPPORTING DOCUMENTATION

Document 1: Ottawa Police Services Board 2015 Activity and Training Report

Document 2: Year-end 2015 Board Work Plan

CONCLUSION

This report meets the City of Ottawa Auditor General's 2005 recommendation to report annually and publicly on the activities, training and performance of the Ottawa Police Services Board. Statistical information was collected throughout 2015 on the number of meetings and other functions attended by Board members and the hours spent at them, as well as training or educational opportunities in which Board members participated. The report also provides information on the Board's performance in 2015.

In accordance with the Auditor General's recommendation, it is recommended that this report be forwarded to City Council for information.

Document 1

Ottawa Police Services Board 2015 Activity and Training Report

Board and Committee Meetings	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	2015 TOTALS	2014 TOTALS
# of Meetings	1	3	1	2	3	1	1	0	4	2	2	0	20	21
# of Hours	2.5	2.5	1.5	3	3.5	1.5	2.25	0	7	3	2.75	0	29.5	26.5
# of Agenda Items	18	12	17	28	10	12	17	0	24	19	15	0	172	191
# of Pages of Material Reviewed	108	346	162	185	172	95	218	0	452	202	202	0	2142	3078
													2015 TOTALS	2014 TOTALS
Community Meetings														
# of Meetings	0	0	0	0	0	0	0	0	0	0	1	0	1	1
# of Hours	0	0	0	0	0	0	0	0	0	0	3	0	3	3
													2015 TOTALS	2014 TOTALS
Other Functions and Events														
# of Events	7	6	6	8	10	6	9	14	15	6	15	13	115	83
# of Hours	12	13	30.5	35.5	50	21.5	20.75	45.5	47.5	24.5	34	34.5	369.25	212
Training & Education														
Board as a Whole														
Individual Board Members														
Jim Durrell														
E. El-Chantiry														
J. Harder														
S. Smallwood														
C. Nicholson														
T. Tierney														
S.Valiquet														

Notes:

- 1) Number of hours do not include preparation time.
- 2) Not all Board members attend all meetings and events.
- 3) In addition to the tracked activities, the Board Chair spends a minimum of 12 hours/month on Board work.

Document 2

OTTAWA POLICE SERVICES BOARD

2015 BOARD WORK PLAN: YEAR-END STATUS

The Ottawa Police Services Board is responsible for the provision of adequate and effective police services in the municipality. For 2015, its work plan consists of the responsibilities listed below. In addition to the tasks noted, the Board holds regular meetings each month except August.

KEY: X = scheduled month; ✓ = completion date (if line contains only an ✓, the item was received on schedule)

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
Establishing Expectations													
1. Approve 2015 Calendar of Monitoring Requirements	✓												
2. Approve 2015 Board Work Plan	✓												
3. Review Board Committee membership			✓										.
4. Review Board 2012-2014 Strategic Plan		X	X	X									P&G Committee recommendation to wait until after OPS Business Plan joint planning session and revisit only the Vision, Mission & Values, and wrap the rest of the Plan into the Board work plan. Suggest it be put on hold until after the Board's performance review

[illegible]

[illegible]

[illegible]

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
Positive Workplace													
17. Receive annual report on Quality Assurance Unit, including compliance with Ministry standards.		X		✓									
18. Approve annual Audit Plan				✓									
19. Receive annual report on Board Policy CR-7: Workforce Management (Divided into 3 separate reports): a) Promotion Process b) Tenure Program c) Non-Executive. Succession Plan (incl. in Q4 Workforce Mgmt report)													
		X	✓ ✓ ✓	X									
20. Receive annual report on Board Policy CR-6: Public Consultation									X	✓			
21. Receive annual report on Executive Succession Planning											✓	X	
22. Review performance of Chief, Deputy Chiefs and Director General.												X	Delayed to Jan. 2016 due to Dec. meeting cancellation
23. Review annual report on Board discretionary funding												X	Delayed to Jan. 2016 due to Dec. meeting cancellation
24. Receive annual report on Secondary Activities												X	Delayed to Jan. 2016 due to Dec. meeting cancellation
25. Conduct mini Board performance review (work plan review) (P&G)												X	Delayed to Jan. 2016 due to Dec. meeting cancellation

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
Miscellaneous													
1. Collective bargaining with OPA			✓				✓					✓	March – Bargaining July – Mediation Dec. - Arbitration
2. Collective bargaining with SOA	X	X	X										Delayed pending outcome of OPA bargaining.
3. Attend OAPSB Conference – Toronto, May 27-30					✓								
4. Attend CAPG Conference – York Region, Aug. 27-29								✓					
5. Attend Zone 2 Fall meeting in Ottawa									✓				
6. Do promotional video for 2016 CACP / CAPG Conferences to show at 2015 conference						✓	✓						
7. Plan for 2016 CAPG Conference									✓	✓	✓	✓	