



**OTTAWA POLICE SERVICES BOARD
COMMISSION DE SERVICES POLICIER D'OTTAWA**

**REPORT
RAPPORT**

DATE 26 January 2015

TO/DEST. Chair and Members, Ottawa Police Services Board

FROM/EXP. Executive Director, Ottawa Police Services Board

SUBJECT/OBJET **POLICE SERVICES BOARD ACTIVITY, TRAINING AND
PERFORMANCE – 2014 ANNUAL 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.**

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 early 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 Annex A constitute the ninth annual report on the Police Services Board's Activity, Training and Performance, covering the period from 1 January to 31 December 2014.

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 2014 activity are contained in Annex A.

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 2014 was:

Complaints Committee:	4
Finance & Audit Committee:	3
Human Resources Committee:	1
Policy & Governance Committee:	3.

Additional Workload for Board Chair

The indicators tracked and reported on in Annex A do not reflect the additional time the Chair of the Board spends dealing with emails and phone calls on matters related to the work of the Board outside of meetings. The Board Chair estimated that in 2014 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 Annex A.

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 2014 are contained in Annex A.

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 for that year. One new member of Council joined the Board in December 2014; their training will be captured in the 2015 training report.

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 on 1 February 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 and T. Tierney.

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 2014 the Board received educational presentations from OPS staff at regular Board meetings on the following topics:

- Traffic Stop Race Data Collection Project
- Mental Health Unit
- Conducted Energy Weapons (Tasers)
- 2012 OPS Census
- Service Initiative.

In addition, Board members and staff completed online training on the Province's Integrated Accessibility Standards Regulation. Other training, such as attendance at police governance-related conferences, is recorded in Annex A.

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 2014 Board work plan items at year-end are set out in Annex B.

Highlights of the Board's work in 2014 included the following:

- Approval of amendments to the Use of Force Policy to address the expanded deployment of Conducted Energy Weapons, following extensive public consultation over several months by the OPS at the direction of the Board.
- Development and implementation of an Accessibility Policy to meet the requirements of the Province's Integrated Accessibility Standards Regulation

under the Accessibility for Ontarians with Disabilities Act. Other work related to accessibility included training, updating the Board website and developing accessible documents.

- Preparation and presentation of arbitration submissions related to the Board's collective agreements with Police Personnel and Civilian Personnel.
- Review and update of the Board's Procedure By-law and Financial Accountability Procedures By-law.
- Review of performance of the Chief of Police.

All tasks were completed with the exception of the following (item numbers correspond to the "Establishing Expectations" section of Annex B):

- #2 – Review Board Committee Membership. This was to have been done after the Province appointed a new member to fill the vacancy left in February 2014 with the departure of Ms. Doyle. As no new appointment was named in 2014, it is hoped that this task can be done in early 2015.
- #7 – Develop a Crisis Communications Plan. This was not completed but has been added to the 2015 Work Plan.
- #8 – Review existing communications policies, protocols and procedures. This is to be done in conjunction with the previous item and was not completed. It has been added to the 2015 Work Plan.
- #21-23 – Consideration of 2015 Budget. This was delayed until early 2015 due to the municipal election.

CONSULTATION

Consultation was not applicable.

FINANCIAL IMPLICATIONS

There are no costs associated with this report.

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 2014 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 2014.

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

Responsible for report: Wendy Fedec, Executive Director

Attach. (2)

Ottawa Police Services Board 2014 Activity and Training Report

Board and Committee Meetings	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	2014 TOTALS	2013 TOTALS
# of Meetings	3	2	3	2	2	0	3	0	1	0	4	1	21	21
# of Hours	1.75	2.5	3.75	2.5	3	0	5	0	1	0	5.5	1.5	26.5	27.7
# of Agenda Items	33	16	20	25	15	0	29	0	13	0	26	14	191	167
# of Pages of Material Reviewed	326	235	201	453	321	0	483	0	180	0	585	294	3078	1554
Community Meetings													2014 TOTALS	2013 TOTALS
# of Meetings	0	1	0	0	0	0	0	0	0	0	0	0	1	0
# of Hours	0	3	0	0	0	0	0	0	0	0	0	0	3	0
Other Functions and Events													2014 TOTALS	2013 TOTALS
# of Events	8	3	8	8	9	13	6	3	2	5	12	6	83	99
# of Hours	16.5	3.5	18	40	33	29	8	7	4	11.5	30	11.5	212	343
Training & Education	Ministry Training			Other Training & Education						(hours recorded above)			Hours	TOTALS
Board as a Whole														
Individual Board Members														
Jim Durrell														
E. El-Chantiry					PAO Conference, Toronto, 2 - 4 March 2014 OAPSB Spring Conference, Toronto, 21 - 24 May 2014 CAPG Conference, Halifax, 20 - 23 August 2014								16 21 32	69
J. Harder														
S. Smallwood					Economics in Policing, Vancouver, 4 - 7 March 2014 CAPG Conference, Halifax, 20 - 23 August 2014								21 32	54
C. Nicholson														
J. Watson														

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.
- 4) No Ministry training was required in 2014.

OTTAWA POLICE SERVICES BOARD

2014 BOARD WORK PLAN

The Ottawa Police Services Board is responsible for the provision of adequate and effective police services in the municipality. For 2014, its work plan consists of the responsibilities listed below. In addition to the duties noted, the Board holds regular meetings each month except August.

KEY: X = scheduled month; ✓ = actual date completed (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
<i>Establishing Expectations</i>													
1. Adopt 2014 Calendar of Monitoring Requirements	✓												
2. Approve 2014 Board Work Plan	✓												
3. Review Board Committee membership		X											Expected new member to be appointed in Feb. but still waiting.
4. Public consultation on expanded use of Tasers	✓	✓	✓										
5. Review of Board Use of Force Policy AI-012 re Tasers				✓									
6. Develop policy on new Accessibility regulations				✓	✓								
7. Develop a crisis communications plan with OPS						X	X						Not done. Will include in 2015 plan.
8. Review existing board communications policies, protocols, procedures (P&G)						X	X						Linked to Item 4 – not done. Will include in 2015 plan.
9. Public engagement on TSRDCP		✓											In collaboration with OPS

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
10. Meet with targeted community partners as required (P&G)													See items 4 & 9
11. Hold Public Interest meetings in collaboration with OPS as required													See items 4 & 9
12. Schedule OPS presentations at Board meetings as required	✓	✓		✓	✓		✓						
13. Issue Board Quarterly Newsletter			✓			✓			✓			✓	
14. Review Board Procedural By-law (P&G)					✓	✓							Amended in Sept.
15. Review Financial Accountability Procedures Manual					✓	✓							Amended in June
16. Review False Alarm Reduction By-law					✓	✓							No changes required
17. Provide input into annual Audit Plan (FAC)				X	✓								
18. Provide input into the development of fiscal policies, objectives & priorities (FAC)				X	✓								
19. Review annual budget for consistency with the OPS long range financial plans (FAC)					✓	X							
20. Review annual budget development process and guidelines, & make recommendations for revisions. (FAC)					✓	X							
21. Review and approve									X				Delayed due to

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
budget guidelines and timetable													municipal election
22. Table draft Budget												X	Delayed due to municipal election
23. Review & approve OPS budget													Q1 2015
24. Develop 2015 Board work plan (P&G)											✓		To be approved in Jan 2015.
<i>Evaluating & Monitoring Performance</i>													
1. Track activities of Board	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
2. Report on 2013 Board Activities, Training & Performance	✓												
3. Review activities of Police Service through Annual Report (incl. Use of Force reporting)			X				✓						
4. Review remuneration for Executive positions	✓												
5. Review performance in achieving Business Plan	X	✓					X		✓				
6. Receive quarterly reports on the administration of the complaints system.				✓			✓			X	✓		Oct. meeting cancelled
7. Review 2013 annual report on administration of the complaints system.				✓									
8. Receive quarterly reports on the finances of the organization.				✓			✓			X	✓		Oct. meeting cancelled
9. Review 2013 annual Financial Status report				✓									
10. Review quarterly reports on Legal Services		✓		✓			✓			X	✓		Oct. meeting cancelled

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
11. Review quarterly reports on Labour Relations (In Camera)	✓			✓			✓			X	✓		Oct. meeting cancelled
12. Review quarterly reports on Workforce Management, incl. Senior Officer Assignments	X	✓		✓			✓			X	✓		Oct. meeting cancelled
13. Receive quarterly reports on Board Monitoring Requirements	✓			✓			✓			X	✓		Oct. meeting cancelled
14. Review quarterly reports on OPS performance	✓			✓			✓			X	✓		Oct. meeting cancelled
15. Receive annual report on Appointments made under <i>Interprovincial Policing Act</i>	X				✓								
16. Receive annual report on Board Policy CR-1: Positive Workplace		✓											
17. Receive annual report on Quality Assurance Unit, including compliance with Ministry standards.		✓											
18. Approve annual report on Audit Plan				X	✓								
19. Receive annual report on Asset Management					X		✓						Included in OPS Annual Report
20. Receive annual report on Board Policy CR-7: Workforce Management (Divided into 3 separate reports): a) Promotion Process b) Tenure Program c) Non-Exec. Succession Plan			✓	✓								X	Will be included in Q4 2014 Workforce

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
													Management Report, due in Feb. 2015
21. Receive annual report on Board Policy CR-6: Public Consultation									✓				
22. Receive annual report on Executive Succession Planning												✓	
23. Review performance of Chief, Deputy Chiefs and Director General.												✓	
24. Review annual report on Board discretionary funding												✓	
25. Receive annual report on Secondary Activities												X	
26. Conduct mini Board performance review											✓		

Miscellaneous													
1. Arbitration with OPA	✓	✓	✓	✓	✓	✓	✓						
2. Collective bargaining with SOA											X	X	
3. Attend OAPSB Conference – Toronto, May 22-24					✓								
4. Attend CAPB Conference – Halifax, Aug. 20-23								✓					
5. Attend Zone 2 Fall meeting in Ottawa									X				