

Report to / Rapport au:

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

28 January 2019 / 28 janvier 2019

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: 2018 ANNUAL
REPORT**

**OBJET: RAPPORT ANNUEL SUR LES ACTIVITÉS, LA FORMATION ET LE
RENDEMENT DE LA COMMISSION – 2018**

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's 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 in the summer of 2017. 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 annual report on the Police Services Board's Activity, Training and Performance, covering the period from 1 January to 31 December 2018.

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 2018 activity are contained in Document 1.

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.

2. 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 2018 was:

Complaints Committee:	3
Finance & Audit Committee:	3
Human Resources Committee:	4
Policy & Governance Committee:	5

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 2018 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 Services 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 2018 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.

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 re-commitment to it: A. Blaustein, D. Deans, K. Egli, C. Meehan, L.A. Smallwood, and S. Valiquet.

Board Training as a Whole

Learning about police operations and programs through staff presentations is one of the objectives identified by the Board as important. In 2018 the Board received educational presentations from OPS staff, Crime Stoppers, and other stakeholders at regular Board meetings on the following topics:

- Background Checks
- Background Check Fee Structure
- Boys and Girls Club of Ottawa Grant for Policy Youth Centre Clubhouse Capital Campaign
- New Cannabis Legislation and Impacts on Policing in Ottawa
- Cannabis Legislation Update
- Conducted Energy Weapon Expansion Program.

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 2018 Board work plan items at year-end are set out in Document 2.

All tasks were completed with the exception of the following, which have been added to the 2019 work plan:

(item numbers correspond to the "Establishing Expectations" section of Document 2):

- #12 - Prepare, with the assistance of the OPS, 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
- #14 – Develop a Board crisis communications plan.
- #21 - Provide input into the development of fiscal policies, objectives & priorities
- #22 - Review annual budget for consistency with the OPS long range financial plans
- #23 - Review annual budget development process and guidelines, & make recommendations for revisions
- #24 - Review and approve budget guidelines and timetable
- #25 - Table draft Budget
- #26 - Review & approve OPS budget

(item numbers correspond to the "Evaluating & Monitoring Performance" section of Document 2)

- #6 – Ministry inspection of Major Case Management.
- #23 – Receive annual report on Executive Succession Planning.
- #24 – Review performance of Chief, Deputy Chiefs and Director General.
- #31 – Review annual report on Non-Executive Succession Plan.

CONSULTATION

Consultation was not applicable.

FINANCIAL IMPLICATIONS

There are no costs associated with this report.

SUPPORTING DOCUMENTATION

Document 1: Ottawa Police Services Board 2018 Activity and Training Report

Document 2: 2018 Board Work Plan - Year-end Status

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 2018 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 2018.

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 2018 Activity and Training Report															
Board and Committee Meetings	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	2018 TOTALS	2017 TOTALS	
# of Meetings	3	3	2	2	4	2	3	0	2	2	3	4	30	25	
# of Hours	3.25	14	2	11.5	15	3.5	13	0	10.5	9.75	12	9.5	104	37.65	
# of Agenda Items	27	23	13	26	26	15	15	0	5	32	19	12	213	184	
# of Pages of Material Reviewed	197	244	195	350	364	155	194	0	140	327	696	88	2950	3760	
Community Meetings													2018 TOTALS	2017 TOTALS	
# of Meetings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
# of Hours	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Other Functions and Events													2018 TOTALS	2017 TOTALS	
# of Events	12	3	16	16	20	14	14	5	16	13	10	6	145	148	
# of Hours	23	12	29.5	56.5	62	45.5	19.5	8	56	23	25	19	379	470.35	
Training & Education	Ministry Training			Other Training & Education									(hours recorded above)	Hours	TOTALS
Board as a Whole															
Individual Board Members															
Andrea Blaustein				7 March 2019 - Delay Application Training w/Board Solicitor									1.5		
				23-25 May 2018 - OAPSB Conference, Blue Mountain									25		
				7-11 August 2018 - CAPG Conference, Winnipeg									32		
				20-21 September 2018, OAPSB Labour Seminar, Toronto									14		
E. El-Chantiry				7 March 2018 - Delay Application Training w/Board Solicitor									1.5		
				23-25 May 2018 - OAPSB Conference, Blue Mountain									25		
A. Hubley				7 March 2018 - Delay Application Training w/Board Solicitor									1.5		
S. Smallwood				7 March 2018 - Delay Application Training w/Board Solicitor									1.5		
				7-11 August 2018 - CAPG Conference, Winnipeg									32		
C. Nicholson				7 March 2018 - Delay Application Training w/Board Solicitor									1.5		
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

2018 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 2018, 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 completed on schedule)

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
<i>Establishing Expectations</i>													
3. Approve 2018 Calendar of Monitoring Requirements (<i>Board</i>)	√												
4. Approve 2018 Board Work Plan (<i>Board</i>)	√												
5. Receive 2018 Schedule of Conferences and CAPG Webinars (<i>Board</i>)	√												Linked to recommendation from 2017 Board Performance Evaluation.
6. Review Board Committee membership (<i>Board</i>)		√											
7. Review Province's changes to Police Services Act, including corresponding regulations, to determine what actions may be required and implement	-	-	-	-	-	-	-	-	-	-	-	-	Not applicable; no changes were made to the <i>Police Services Act</i> under the new provincial

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
required changes (<i>P&G and Board</i>)													government
8. Review of Board policies: some Chapter 1 and Chapter 3 policies as well as confidential Ministry Policies (<i>P&G</i>)			√	√									Review of Board Policy GA-3 linked to recommendation from 2017 Board Performance Evaluation
9. Review of Chief of Police Performance Evaluation System (<i>HR and P&G</i>)									√				Board Policy BC-3
10. Review Financial Accountability Procedures Manual (<i>FAC</i>)			X						√				
11. Board Performance Evaluation – Review achievements of 2017 recommendations (<i>Board</i>)									X	√			
12. Provide input into Public Survey (<i>Board</i>)					√	√							
13. Provide input into Member Survey (<i>Board</i>)								√					
14. Prepare, with the assistance of the OPS, 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									√	√			Linked to recommendation from 2017 Board Performance Evaluation. Work ongoing into 2019.

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
external consultation (<i>P&G and Board</i>)													
15. Recruit new Deputy Chief (<i>HR and Board</i>)			√	√	√	√							
16. Develop a Board crisis communications plan (<i>P&G</i>)					X	X							Delayed from previous year
17. Review existing board communications policies, protocols, procedures (<i>P&G</i>)		√		√	X	X							Linked to recommendation from 2017 Board Performance Evaluation
18. Meet with targeted community partners as required (<i>P&G</i>)							√						Public consultation sessions held in preparation for strategic plan. Other meetings held throughout the year with stakeholders.
19. Hold Public Interest meetings in collaboration with OPS as required (<i>Board</i>)							√				√		
20. Schedule OPS presentations at Board meetings (<i>ED</i>)		√		√	√	√			√	√	√	√	
21. Issue Board Quarterly Newsletter (<i>ED</i>)	√			√			X	√		X	√		

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
22. Provide input into annual Audit Plan (<i>FAC</i>)			X		√						√		An 18-month long, 2017-2018 Audit Plan was approved in June of 2017; March marks half-way point of implementation; Audit Plan for 2019 will be discussed in November.
23. Provide input into the development of fiscal policies, objectives & priorities (<i>FAC</i>)						X			X				Delayed until new year.
24. Review annual budget for consistency with the OPS long range financial plans (<i>FAC</i>)													Delayed until new year.
25. Review annual budget development process and guidelines, & make recommendations for revisions (<i>FAC</i>)													Delayed until new year.
26. Review and approve budget guidelines and timetable (<i>FAC & Board</i>)													Delayed until new year.
27. Table draft Budget (<i>Board</i>)													Delayed until February 2019.

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
28. Review & approve OPS budget (<i>Board</i>)													Delayed until February 2019.
29. Develop 2019 Board work plan (<i>P&G</i>)												√	
<i>Evaluating & Monitoring Performance</i>													
1. Track activities of Board (<i>ED</i>)	√	√	√	√	√	√	√	√	√	√	√	√	
2. Report on 2017 Board Activities, Training & Performance (<i>ED</i>)	√												
3. Review remuneration for Executive positions (<i>Board</i>)	√												
4. Review performance in achieving Business Plan (semi-annual) (<i>P&G and Board</i>)	√						√						
5. Review annual report on Public Rewards (<i>Board</i>)	√												
6. Ministry Inspection of Major Case Management													Ongoing
7. Review Workplace Accidents and Injuries: 2017 Annual Report (<i>Board</i>)			X	√									
8. Review activities of Police Service through Annual Report (incl. Use of Force & Asset Management) (<i>Board</i>)				X		√							

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
b) Non-Executive Succession Plan (incl. in Q4 Workforce Mgmt report) (<i>Board</i>)		X											
32. Receive annual report on Board Policy CR-6: Public Consultation (<i>Board</i>)									√				
23. Receive annual report on Executive Succession Planning (<i>Board</i>)												X	Delayed until February 2019 in order to align with performance review cycle.
24. Review performance of Chief, Deputy Chiefs and Director General (<i>Board</i>)												X	Delayed until January 2019 due to transition of Board members.
33. Review annual report on Board discretionary funding (<i>Board</i>)												√	
34. Receive annual report on Secondary Activities (<i>Board</i>)	√												
Miscellaneous													
1. Attend OAPSB Conference – May 23-26 (<i>Board</i>)					√								
2. Attend CAPG Conference – August 8-12 (<i>Board</i>)								√					

