

Report to / Rapport au:

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

25 September 2017 / 25 septembre 2017

Submitted by / Soumis par:

Policy and Governance Committee / Comité des politiques et de la gouvernance

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**SUBJECT: 2017 BOARD PERFORMANCE REVIEW - RESULTS &
RECOMMENDATIONS**

**OBJET: EXAMEN DE 2017 DU RENDEMENT DE LA COMMISSION –
RÉSULTATS ET RECOMMANDATIONS**

REPORT RECOMMENDATION

That the Ottawa Police Services Board:

- 1. Receive the results of the 2017 Board Performance Review.**
- 2. Approve the recommended actions by the Policy and Governance Committee to address the results.**

RECOMMANDATION DU RAPPORT

Que la Commission de services policiers d'Ottawa :

- 1. Prene connaissance des résultats de l'Examen de 2017 du rendement de la Commission.**
- 2. Approuve les mesures recommandées par le Comité des politiques et de la gouvernance afin de donner suite aux résultats.**

BACKGROUND

When the Board's Policy & Governance (P&G) Committee developed the Board's 2017 annual work plan it agreed to include a comprehensive review of the Board's performance. It was a good time to conduct such a review as there is stability on the Board and the majority of members have served long enough to have gained a good understanding of how the Board operates, what functions well, and where there might be gaps in effectiveness or room for improvement. At the same time, newer members can bring fresh insights and may be able to suggest new ways of doing things.

On January 23, 2017, the Board approved conducting a Performance Evaluation as part of its 2017 work plan.

On February 13, the Policy and Governance Committee received a report from the Executive Director recommending B. Hume-Wright, Herne Co., be hired to perform the Board's performance review as she had done in 2006, 2009, and 2012. The Committee was also asked to review and approve the 2017 Board Performance Evaluation tool.

The Committee deferred their decision on these two items until their next meeting, to allow Committee members an opportunity to review the results from the last performance evaluation in 2012 and the subsequent actions taken on the results.

On May 16, the Policy and Governance Committee met to reconsider the Board's Performance Evaluation. The Committee voted to proceed with in-house performance review using the tool from the 2012 evaluation, updating it as required. The decision to perform an in-house evaluation was based on the fact that changes were expected to be introduced in September to the *Police Services Act* and the Board may want to hire a consultant at that time to conduct a review.

The tool was revised and on July 10, an online questionnaire containing the updated questions from the evaluation tool was distributed to Board members. The questionnaire was also shared with the Chief, as the Executive Command had asked the Policy and Governance Committee for an opportunity to participate in the Board's Performance Evaluation. The Committee agreed and invited the Executive Command to submit one, collective submission.

The Board was given until August 18 to complete the questionnaire.

A total of six submissions were received. No submission was received on behalf of the Executive Command at the OPS.

The Policy and Governance Committee was tasked on September 12 with reviewing the findings and recommending actions the Board should take to address the results.

DISCUSSION

A summary of the results of the Board's Performance Evaluation is included in Document 1.

To assist in determining where the Board should focus its attention in terms of improving its performance, any area where three or more ratings of *Sometimes*, *Rarely* or *Never* appeared, was identified.

The Policy and Governance Committee has developed recommendations for Board review and approval as part of Document 1.

CONSULTATION

Not applicable.

FINANCIAL IMPLICATIONS

As the performance evaluation was done in-house, the only related cost was the \$288 annual subscription fee for Survey Monkey, the platform used to distribute the questionnaire and analyze the results.

The Board's budget contains sufficient funds in its Professional Services account to cover this expenditure

SUPPORTING DOCUMENTATION

Document 1 – 2017 Board Performance Evaluation Summary of Results & Recommendations

CONCLUSION

The Board is being asked to approve the recommendations made by the Policy and Governance Committee with respect to the results of the 2017 Board Performance Evaluation.

Document 1 - 2017 Board Performance Evaluation Summary of Results & Recommendations

		Recommendations
Vision & Mission Stewardship	✓	N/A
Board Structure & Roles Board Meetings & Process	✓	N/A
Board & Police Service Relations	The Chief and the Board meet periodically to assess how their working relationship could be improved.	Board members should meet one-on-one with the Chief at least twice a year.
External Relations	<p>The Board is an effective link between the Ottawa Police Service and the community.</p> <p>The Board fosters a productive and appropriate relationship with the police associations.</p> <p>City Council, community and business organizations/leaders and the public are consulted about the services provided by the Ottawa Police Service.</p>	The Policy and Governance Committee will review and update as required the Board's Communications and Community Outreach Policy GA-11 with a view to addressing gaps in the Board's external relations.
External Communication	<p>The public understands the Board's role.</p> <p>City Council understands the Board's role.</p> <p>The Board's communication with other stakeholders is sufficient and appropriate.</p> <p>The Board's communication with the media / public is sufficient and appropriate.</p>	The Policy and Governance Committee will review and update as required the Board's Communications and Community Outreach Policy GA-11 with a view to addressing gaps in the Board's external communications.

	The Board understands and supports the use of communication tools to further the goals of the OPS and enhance communication with the broader public (e.g. social media, OPSB website, opinion pieces, etc).	
Board Education and Development	<p>Board members meet for the purpose of developing their skills and knowledge as board members.</p> <p>The Board has a process for leadership development to ensure proper experience and commitment by a future board Chair.</p>	<p>The Policy and Governance Committee will review and update as required the Board's Training Policy GA-3 with a focus on clarifying expectations of new members, ensuring opportunities for mentorship are reflected, and emphasizing continued learning for existing members.</p> <p>At the first Board meeting of the year, Board members will be provided with a list of upcoming conferences and training for the year.</p> <p>Further discussion needs to take place among the Board members regarding succession planning and leadership requirements, taking into account the changing membership of the Board.</p>
Strategic/Business Planning	<p>The Board sets the strategic direction for the Police Service.</p> <p>The Board leads and contributes to the process of establishing and renewing the business plan for the OPS.</p>	<p>The Board needs take more of a leadership role with respect to the Business Planning process by providing strategic direction.</p> <p>Board members need to be engaged early on in the business planning</p>

	<p>The Board ensures that community perspectives and issues are addressed in the planning process.</p> <p>The Board questions planning data and assumptions during the strategic planning process.</p> <p>As part of the business plan / strategic planning process, the Board sets performance measures that reflect areas critical to the success of the OPS.</p> <p>The Board monitors implementation of the business plan and regularly evaluates accomplishment of plan goals and objectives.</p> <p>The Board reviews and discusses achievement toward meeting the goals of the business plan annually.</p> <p>At Board meetings, the Board devotes sufficient time to strategic and planning issues.</p> <p>The Board ensures strategic alignment between its key planning documents, which include the OPS business plan, the annual budget, the Chief's annual performance review and performance metrics.</p> <p>The Board considers the goals of the business plan when reviewing annual operating and capital budgets.</p> <p>The Board holds annual workshops devoted to developing its strategic leadership and priority</p>	<p>process, including discussions around the framework for its development and the environmental scan. At the next Policy and Governance Committee meeting, the OPS will bring forward a framework, plan, and list of activities, in preparation for the next business planning process. All Board members will be invited to attend.</p> <p>Board members should review and provide feedback on survey questions to external and internal stakeholders. Surveys should be sent out by the Board Chair.</p> <p>Board members should attend consultations in the community to hear comments and feedback.</p> <p>The Board should continue to participate in joint planning sessions with the OPS.</p> <p>The Policy and Governance Committee will take the lead in ensuring the engagement of the rest of the Board in strategic and business planning processes.</p>
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	setting role.	
Performance Monitoring	✓	N/A
Financial Stewardship	✓	N/A
Board Member Performance and Perception	✓	N/A
<p>As part of the evaluation, Board members were asked to identify what they consider to be the weakness of the Board. Below are the comments:</p> <ul style="list-style-type: none"> • Too heavy a role is played by City Councillors; should be more independent community leaders. • We need to find ways to work more effectively together as a group and address issues more proactively. • Lack of clarity from the Province with respect to the power of the Board to direct the Chief can lead to a reluctance on the Board's part to take action on certain issues. • Span of control. • Not enough communication with the community. 		<p>The Policy and Governance Committee felt implementation of the recommendations above would assist in addressing most of these areas.</p> <p>With respect to the concerns raised around the role played by City Councillors on Boards, it was determined that the focus should be on ensuring proper training and thorough understanding of roles as Board members.</p>
<p>Board members were also asked to indicate the single most important change that should be made to improve the Board's effectiveness. Below are the comments:</p> <ul style="list-style-type: none"> • More communication and engagement with the public. • The Chair, who presently does an excellent job and is very hard working, 		

should never be a City Councillor but rather a community leader.

- We need more regular internal communication amongst ourselves and a proactive outreach program with the community at large.
- Opportunities for additional training especially with respect to governance issues. This should be mandatory for all Board members.
- Ability to audit financial risks.
- Mandatory training.