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VICTORIA POLICE BOARD

Memorandum

TO: Victoria Police Board
FROM: Kathy Mick, Chair, Governance Committee
DATE: March 08, 2011
SUBJECT: 2010 Board Effectiveness Evaluation Results

Pursuant to the Victoria Police Board Governance Manual, a Board Effectiveness Evaluation is conducted annually by the Governance committee. The objectives are:

- To ensure that the Board's governance practices enable it to fulfill its leadership, strategic, monitoring, legal and fiduciary duties;
- To contribute to the continuous improvement of the Board's effectiveness; and
- To enhance communication and a sense of teamwork among Board members

In this report, the results of the 2010 evaluation are compared to the two previous years. Board members are generally very positive regarding the skills, experience and expertise represented on the Board and their understanding of the programs and policies of the department. Meeting planning and organization, and many aspects of meeting effectiveness continue to be evaluated positively. Board members indicate that they are satisfied with how the Board fulfills its responsibilities for setting goals and direction of the department, approving the budget process, and monitoring the overall performance of the Department. It also feels that the Chief Constable's performance is effectively monitored and that the Chief keeps the Board well informed.

Most Board members responded positively about their role and contribution to the Board as well as meeting attendance, discussion and debate. Some members remarked that their professional commitments sometimes interfered with their commitment to the Board. Overall, the results reflected that the Board's effectiveness has improved year-over year.

During the past year, Board members expressed the greatest satisfaction in the following specific activities.

- Attending recognition ceremonies for all staff and support services.
- Participating in the strategic planning process.
- Participating in ride-alongs, as it provided a better understanding of the services and great people in the organization.

- Attending the annual conference for the Canadian Association of Police Boards.
- Connecting with the Staff and members of the community.

The following recurring issues were highlighted by Board members:

- In general, the public does not understand the role of the Police Board.
- The Board has not maintained effective relationships with the municipalities served by the VicPD.
- More focus is need on performance evaluations (of staff) and succession planning for both the Chief Constable and the Board.
- All Board members would benefit from more orientation, training and continuing education.
- Noting that communication tends to be very open and positive between the department and the Board, communication between Board members, the Chair and the Board could be improved.
- Board members requested more input into monthly Board agendas.
- During Board meeting, greater focus is needed on agenda items of highest priority, as information & discussion is not always focused on governance issues, policy & strategic direction.
- The Board should work with Senior Management to improve reports and presentations to the Board – with respect to clear, concise written and verbal reports.
- In the past year, uncertainty regarding policing in Esquimalt has been distracting and has had a negative effect on the Board.
- Financial constraints and the difficulty in getting two Councils to pass the annual budget request limits the changes that can be implemented.
- The Police Act's requirement that the Mayors are the Chair and Vice-Chair of the Board introduces an awkward political environment to the Board.

When asked what two areas the Board should focus on in 2010 to improve its governance performance, individual Board members indicated the following:

- Because politics are interfering with the effective functioning of the Board and the Department, educate Councils and ensure that the Chair and Vice-Chair work effectively, set politics aside, and make decisions in the best interests of the VicPD.
- Ensure equal input and respect for both municipalities.
- Hire a policy analyst review and upgrade policies.
- Ensure that the Board has more involvement in budget process.
- Entertain *ad hoc* committees for timely attention to issues arising.

Priorities Going Forward

The Governance Committee recommends that the Board use the attached evaluation results as a basis for improvement in the Board's planning and processes. Based on the recommendations of individual Board members, the following are priorities going forward:

- Schedule a strategic planning meeting for the Board to set annual goals and key performance indicators.
- Improve long-term planning and succession processes.
- Revise the Board's competency matrix to inform Police Services of succession requests.
- Review the communication plan to better inform the public and Councils of the Board's role in oversight of the Police Department.
- Support the VicPD to find a fix CREST or develop an alternative solution to the VicPD's ongoing radio issues.
- Support the development and implementation of policy to VicPD is the best.
- Be attentive to the needs of the communities served by VicPD.
- Ensure that the rank & file understand the role of the Police Board and that the Board supports them.
- Support the VicPD and work towards amalgamation of police forces in the CRD.
- Lobby provincial and federal governments for financial support.

Submitted by:

Kathy Mick, Chair, Governance Committee

Questionnaire Results

	2010 Agree	2009 Agree	2008 Agree
The Board has the skills, experience and expertise it needs to fulfill its responsibilities	78%	88%	71%
Board members generally understand the programs and policies of the Department	100%	100%	86%
New Board members receive adequate orientation	67%	50%	29%
Board members receive ongoing training and information as needed to fulfill its roles and responsibilities	56%	50%	71%
The Chair ensures that all members are kept up-to-date with developments	33%	0%	14%
Board members have input into Board agendas	33%	50%	43%
Board agendas packages are circulated in advance of each meeting	100%	88%	100%
Board papers contain the right information to prepare Board members for the meetings	100%	88%	71%
The Board uses an annual calendar to plan its meetings and work	100%	75%	71%
Board members arrive well-prepared for meetings	100%	88%	71%
Board meeting minutes are clear and accurate	100%	100%	86%
Attendance at Board meetings is good	100%	88%	100%
Debate and discussion at Board meetings are frank and open	100%	88%	100%
Debate and discussion at Board meetings are strategic and focus on priority items	67%	63%	86%
Board members are respectful of each other's' views	78%	50%	86%
There is effective, open communication between the Board and management	100%	100%	43%
Staff presentations at Board meetings are relevant and concise	78%	88%	100%
The Chair is effective in facilitating discussions and decisions	22%	13%	71%
The Chair encourages all members to participate	33%	50%	100%
I feel my views are listened to by the Chair	78%	50%	86%

	2010 Agree	2009 Agree	2008 Agree
I feel my views are listened to by other Board members	89%	88%	100%
There is appropriate monitoring of follow-up or action items	100%	88%	57%
The rules of meeting conduct as stated in the Board Manual are followed	56%	25%	86%
The Board has a Strategic Plan for the VICPD, and is involved in setting direction and goals for the organization	78%	63%	47%
The Board effectively reviews the resources needed by the VPD and approves a comprehensive budget strategy	89%	50%	29%
The Board is fully engaged in the budget process – it is not a rubber stamp	78%	75%	43%
The Board has sufficient financial information to determine the financial position of the Department	67%	63%	71%
There are adequately documented financial policies outlining such matters as spending authorities, contract & purchasing process, delegations	89%	88%	71%
The periodic financial reports facilitate the Board's monitoring role	89%	100%	86%
The Board effectively evaluates the Department's financial performance	78%	75%	57%
The Board effectively monitors the Department's overall performance	89%	88%	71%
The Board understands and ensures compliance with relevant legislation	89%	75%	71%
The Board effectively evaluates the Chief Constable's performance	89%	75%	29%
The Chief keeps the Board fully informed of important operational matters that will affect its deliberations	89%	88%	43%
The Chief advises the Board on the operational and cost implications of policies it considers	100%	63%	71%
The Board provides the Chief with opportunities to review his concerns	100%	100%	86%
The Board effectively evaluates the Executive Assistant's performance	89%	75%	43%
The Executive Assistant facilitates, but does not interfere with, communications between the Board and the VPD	78%	88%	71%
The Board considers succession planning and development for the VPD.	56%	63%	43%
There is a good understanding of the Board's role by its members	89%	50%	86%
There is a good understanding of the Board's role by the Chief Constable and Senior Management	100%	75%	71%

	2010 Agree	2009 Agree	2008 Agree
There is a good understanding of the Board's role by members of the Department	78%	38%	29%
There is a good understanding of the Board's role by the public	33%	0%	0%
The Board maintains effective relationships with the Councils of Victoria and Esquimalt	11%	25%	14%
The Board has clear terms of reference for its roles, duties and responsibilities	89%	100%	86%
The Board understands the distinction between its responsibilities and those of management	78%	63%	86%
The Board never interferes in purely operational matters	56%	25%	71%
Individual Board members never interfere in purely operational matters	67%	38%	43%
The Chief and Sr. Management respect the governance role of the Board	89%	75%	71%
The number and organization of Board committees is correct and facilitates the Board's work	78%	88%	100%
Each Board committee has terms of reference that clearly identify its roles and responsibilities	100%	100%	71%
Board committees perform their functions well and report regularly to the Board	100%	100%	57%
The Board has clear conflict of interest and ethics policies	78%	75%	57%