



## ARCHIVED - Archiving Content

### Archived Content

Information identified as archived is provided for reference, research or recordkeeping purposes. It is not subject to the Government of Canada Web Standards and has not been altered or updated since it was archived. Please contact us to request a format other than those available.

## ARCHIVÉE - Contenu archivé

### Contenu archivé

L'information dont il est indiqué qu'elle est archivée est fournie à des fins de référence, de recherche ou de tenue de documents. Elle n'est pas assujettie aux normes Web du gouvernement du Canada et elle n'a pas été modifiée ou mise à jour depuis son archivage. Pour obtenir cette information dans un autre format, veuillez communiquer avec nous.

This document is archival in nature and is intended for those who wish to consult archival documents made available from the collection of Public Safety Canada.

Some of these documents are available in only one official language. Translation, to be provided by Public Safety Canada, is available upon request.

Le présent document a une valeur archivistique et fait partie des documents d'archives rendus disponibles par Sécurité publique Canada à ceux qui souhaitent consulter ces documents issus de sa collection.

Certains de ces documents ne sont disponibles que dans une langue officielle. Sécurité publique Canada fournira une traduction sur demande.



# VICTORIA POLICE BOARD

## Memorandum

---

**TO:** Victoria Police Board  
**FROM:** Governance Committee  
**DATE:** May 8, 2012  
**SUBJECT:** 2011 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 2011 evaluation are compared to the three previous years. While the results reflect the general positive attitude of the Board, its collective experience and expertise, it also shows clearly the frustration and disruption related to the unresolved question regarding policing services in Esquimalt.

Compared to previous years, the Board remains very positive about the skills, experience and expertise represented on the Board and the understanding of programs and policies of the Department. Planning and organization for meetings, and many aspects of meeting effectiveness, continue to be evaluated positively.

The Board indicates 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.

Year-over-year, the Board's evaluation of the Department's strategic planning has increased, recognizing that the Strategic Plan for 2011-2012 was rolled out in late 2011.

The survey indicates that the Board feels the Chief Constable's performance is effectively monitored. The Board acknowledges 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. It is noted that attendance at Board meetings has decreased. It is acknowledged that personal/professional obligations of some members overshadowed some Board commitments in the past year. The results indicate that for 2011, while overall Board effectiveness remains strong, on a year-to-year assessment, there are areas where effectiveness has decreased.

Board members expressed the greatest satisfaction in the following specific activities in 2011:

- Achievements of the Governance Committee, which worked with a newly-appointed policy analyst to initiate more effective processes for the review and approval of Department policies, and provided direct oversight to the review of over 100 policies in areas of administration, operations and communication.
- Maintenance of positive relationships with the Police Union.
- Open communication and good relationship with the Chief Constable and senior management team.
- Participation in ride-alongs, providing a view of operations and direct contact with members.
- Through the Finance Committee, participation in the budget process resulting in a balanced budget and year-end surplus.
- Working with the Canadian Association of Police Boards to plan its Annual Conference and AGM, which will be hosted by Victoria Police Board in August 2012.

Board members, when asked what circumstances prevent the Board from operating effectively, noted the following issues:

- Uncertainty related to the outcome of the Request for Proposal to provide policing services for Esquimalt.
- The difficulties faced by the Finance and Human Resources Committees as a result of the Esquimalt situation.
- The role of the Mayor as Chair, when mayors of both Esquimalt and Victoria want to be Chair.
- Perception of some Board members that having a mayor as Chair creates a direct conflict of interest with their role as an elected official.

When asked what two areas the Board should focus on in 2011 to improve its governance performance, the Board expressed the following recurring themes:

- Need for a resolution of policing services issues between Esquimalt and Victoria.
- Need to educate Esquimalt and Victoria Councils on the Board's role in oversight of the Department.

### **Priorities Going Forward**

Based on the recommendations in the survey, the following are priorities going forward:

- Maintaining good policing in a fiscally challenging time.
- Developing a good relationship with Esquimalt and Victoria Councils.

### **Submitted by:**

David Johns, Chair, Governance Committee

## Questionnaire Results

	<b>2011 Agree</b>	<b>2010 Agree</b>	<b>2009 Agree</b>	<b>2008 Agree</b>
The Board has the skills, experience and expertise it needs to fulfill its responsibilities	100%	78%	88%	71%
Board members generally understand the programs and policies of the Department	89%	100%	100%	86%
New Board members receive adequate orientation	56%	67%	50%	29%
Board members receive ongoing training and information as needed to fulfill its roles and responsibilities	89%	56%	50%	71%
The Chair ensures that all members are kept up-to-date with developments	44%	33%	0%	14%
Board members have input into Board agendas	67%	33%	50%	43%
Board agendas packages are circulated in advance of each meeting	100%	100%	88%	100%
Board papers contain the right information to prepare Board members for the meetings	100%	100%	88%	71%
The Board uses an annual calendar to plan its meetings and work	100%	100%	75%	71%
Board members arrive well-prepared for meetings	100%	100%	88%	71%
Board meeting minutes are clear and accurate	100%	100%	100%	86%
Attendance at Board meetings is good	67%	100%	88%	100%
Debate and discussion at Board meetings are frank and open	100%	100%	88%	100%
Debate and discussion at Board meetings are strategic and focus on priority items	44%	67%	63%	86%
Board members are respectful of each other's' views	78%	78%	50%	86%
There is effective, open communication between the Board and management	100%	100%	100%	43%
Staff presentations at Board meetings are relevant and concise	100%	78%	88%	100%
The Chair is effective in facilitating discussions and decisions	33%	22%	13%	71%
The Chair encourages all members to participate	67%	33%	50%	100%
I feel my views are listened to by the Chair	56%	78%	50%	86%

	<b>2011 Agree</b>	<b>2010 Agree</b>	<b>2009 Agree</b>	<b>2008 Agree</b>
I feel my views are listened to by other Board members	89%	89%	88%	100%
There is appropriate monitoring of follow-up or action items	78%	100%	88%	57%
The rules of meeting conduct as stated in the Board Manual are followed	56%	56%	25%	86%
The Board has a Strategic Plan for the VICPD, and is involved in setting direction and goals for the organization	100%	78%	63%	47%
The Board effectively reviews the resources needed by the VPD and approves a comprehensive budget strategy	78%	89%	50%	29%
The Board is fully engaged in the budget process – it is not a rubber stamp	78%	78%	75%	43%
The Board has sufficient financial information to determine the financial position of the Department	78%	67%	63%	71%
There are adequately documented financial policies outlining such matters as spending authorities, contract & purchasing process, delegations	78%	89%	88%	71%
The periodic financial reports facilitate the Board's monitoring role	89%	89%	100%	86%
The Board effectively evaluates the Department's financial performance	56%	78%	75%	57%
The Board effectively monitors the Department's overall performance	56%	89%	88%	71%
The Board understands and ensures compliance with relevant legislation	78%	89%	75%	71%
The Board effectively evaluates the Chief Constable's performance	67%	89%	75%	29%
The Chief keeps the Board fully informed of important operational matters that will affect its deliberations	67%	89%	88%	43%
The Chief advises the Board on the operational and cost implications of policies it considers	78%	100%	63%	71%
The Board provides the Chief with opportunities to review his concerns	89%	100%	100%	86%
The Board effectively evaluates the Executive Assistant's performance	78%	89%	75%	43%
The Executive Assistant facilitates, but does not interfere with, communications between the Board and the VPD.	100%	78%	88%	71%
The Board considers succession planning and development for the VPD.	44%	56%	63%	43%
There is a good understanding of the Board's role by its members	78%	89%	50%	86%
There is a good understanding of the Board's role by the Chief Constable and Senior Management	100%	100%	75%	71%

	<b>2011 Agree</b>	<b>2010 Agree</b>	<b>2009 Agree</b>	<b>2008 Agree</b>
There is a good understanding of the Board's role by members of the Department	67%	78%	38%	29%
There is a good understanding of the Board's role by the public	33%	33%	0%	0%
The Board maintains effective relationships with the Councils of Victoria and Esquimalt	11%	11%	25%	14%
The Board has clear terms of reference for its roles, duties and responsibilities	89%	89%	100%	86%
The Board understands the distinction between its responsibilities and those of management	67%	78%	63%	86%
The Board never interferes in purely operational matters	56%	56%	25%	71%
Individual Board members never interfere in purely operational matters	78%	67%	38%	43%
The Chief and Sr. Management respect the governance role of the Board	56%	89%	75%	71%
The number and organization of Board committees is correct and facilitates the Board's work	89%	78%	88%	100%
Each Board committee has terms of reference that clearly identify its roles and responsibilities	100%	100%	100%	71%
Board committees perform their functions well and report regularly to the Board	89%	100%	100%	57%
The Board has clear conflict of interest and ethics policies	78%	78%	75%	57%