

Board of Police Commissioners Workplan 2017

Item No. 3

Policy					
Goal: To review and create policy					
Objective	Planned Action	Additional Information for Consideration	Timeframe	Responsible Lead	Resources Required
Create a policy on policy development and how the Board directs the Chief on strategic policy priorities.	A policy shall be created pertaining to how the Board creates policy and why. I.e. who creates it, what topics should be touched on and how they get chosen, how will it be enforced and by whom, etc.. As well as how the board is to direct the Chief on policy priorities and direction as per the Police Act. An understanding and differentiation of Administrative and Operational policies will be necessary.		TBD	Kathleen Patterson	
Create a policy on Board roles and responsibilities, Internal Board HR functions, and form and function of the Board.	This policy shall include public statements, Public Relations, information release/sharing, speaking as a conduit, how to respond to community concerns and complaints etc. the Board's roles and responsibilities as they pertain to HR functions, ethics, conflict, discipline and procedural fairness, the Boards form and function including, quorum, role of the chair, role of the commissioners, member entitlements, definition of meetings, and civilian vs councillor duties	~ An understanding of the required work of the overall Board and the specific roles of Individual Commissioners ~ Roles should be set out that identify different areas of focus that are complementary and supportive of the Board. Some areas of focus could be those identified on page 66 of the Governance Review.	TBD	Kathleen Patterson	

Policy
Goal: To review and create policy

		<ul style="list-style-type: none"> ~ Optimal composition of the Board: -Monthly time expectations for members. -Generic qualifications of members. - Specific member qualifications i.e. background in law, accounting, organizational management, community interaction, justice, etc. - Specific skills and attributes such as those identified on page 67, 71, 72 of the Governance Review. -Length of time required by new members to learn the expectations of Board work, gain experience and be in a position to contribute. -Tenure expectations for members, including term of appointments (examples on page 69 of Governance Review). -Ideal number of members required to meet statutory governance requirements. ~Commissioner Recruitment should be made a priority, focusing on the following: necessary skill sets, advertising of the position, proactive recruitment, interview process and questions, make-up of the selection committee, appointment process, staggered timelines of appointments, outgoing members training new members, an approved list of potential members 	TBD		
		<ul style="list-style-type: none"> ~ Time commitments of members should be explicitly outlined for members and the Chair. ~ Board orientation should be tracked and formalized using some of the examples provided on page 70 of the Governance Review. ~An understanding of the Intent of the Police Act with respect to Board Independence, governance, and accountability. ~ An understanding of civilian governance, Board Independence, restricted role of the CAO, Board authority/accountability, and provisions for the accountability of the Chief to the Board. ~ An understanding of the the role of a Statutory Board mandated by an Act and the differences from a Municipal committee. ~ Accountabilities and obligations of the Board as per the Police Act and the tasks associated with each. ~ An understanding of when and how the Chief should meet with the Chair and under what circumstances. 	TBD		

Policy					
Goal: To review and create policy					
Create a policy on information flow from HRP to the Board	A policy shall be created that outlines what needs to be provided to the Board and at what frequency. A definition of need vs want needs to be created to ensure operational and administrative matters remain separate. This policy could absorb the above policy on finance and audit as well.	*Receive a copy of HRP CA. Receive briefing on management and union proposals and developments during negotiations that impact either effective policing or budgeting.	TBD	Kathleen Patterson	
Create a policy on public engagement	A policy shall be created that outlines the roles and responsibilities of the Board with regard to public engagement. I.e. in terms of public engagement, who, what, when, where, why needs to be explored. There will need to be a section that pertains to surveying as well as per Chris Giacamantonio's work.	* The community consultation process should be posted on the website for public information and awareness. * The board requires a documented process for carrying out community consultation. The process should include, at a minimum, a schedule of public meetings at specified intervals and locations.	TBD	Kathleen Patterson	
Create a policy on Finance and Audit	A policy shall be created that outlines the roles and responsibilities of the board and HRP regarding financial oversight throughout the fiscal year. I.e. what is expected, frequency, content, what the Board's role in reviewing it is? This policy will also incorporate the auditing process and the feedback loop between HRP and the Board with regard to the audit process and findings.		TBD	Kathleen Patterson	
Create a policy on extra-duty and off-duty employment	A policy shall be created and reviewed annually on extra-duty and off-duty employment. As this is legislated in the Police Act the policy shall outline all roles and responsibilities of the Board not already set out in the Act.		TBD	Kathleen Patterson	
Audit and Finance					
Goal: Audit and Finance					
Objective	Planned Action	Additional Information for Consideration	Timeframe	Responsible Lead	Resources Required

Policy					
Goal: To review and create policy					
Establish a cohesive approach to annual budgeting for HRP - timelines and expectations	A policy shall be created to outline the expectations of the audit and finance function at HRP. Please see the policy section of this document for further information.		Jul-17	Chief, HRP CFO Board	Discussion in May schedule
Establish a separate Board Budget - timelines and expectations	A policy shall be create to outline the expectations of the Board pertaining to annual budgeting. Timelines and expectations of the budget shall be incorporated. Please see the policy section of this document for further information.	* HRM should provide a budget for the Board that is separate from the budgets of the police and CAO. The budget should be used for meeting expenses, travel, training, community consultation, and secretariat functions that are not provided by the Legislative Assistant.	Sep-17	Chair	
Board to provide public interest piece into audit methodology.	One-page overview to look for Board's input on what is reviewed in the audit. What specific issues would the Board like to see in the Audits. A policy shall be create to outline the expectations of the Board pertaining to audits. Please see the policy section of this document for further information.		Oct-17	Chief, HRP	Develop 1 page briefing/ feedback document
Public Consultation					
Goal: Communicate to the public the role of the Board in HRM					
Objective	Planned Action	Additional Information for Consideration	Timeframe	Responsible Lead	Resources Required
Develop a communication plan in plain language	The communications plan needs to identify what to communicate to the public such as: ** Structure of the Board. **Priorities. **What does advisory and oversight mean. **Function of the Board i.e. keeping politics separate in an official sense. ** Roles, responsibilities and authority of the Board. **Who the Board is and who they are not. A clearly defined role of the Board. **Create and test communications to public focus group.		Sep-17	Sylvia Paris	Strategic Communications from HRM, RCMP, and HRP
Review current environment - what and how is information communicated currently.			Sep-17	Sylvia Paris	

Policy Goal: To review and create policy					
Develop information for a variety of formats i.e. website, social media, radio, TV, and print.		<ul style="list-style-type: none"> ~ The Board should have a published e-mail address which can be used by the public to provide comments about policing. ~ The community consultation process should be posted on the website for public information and awareness. ~ A separate website and an interactive online forum for information exchange with the public is necessary. ~ Update the website information regarding the role of the Board, membership, chair, workplan, public feedback process and contact information 	Sep-17	Sylvia Paris	
Community survey	Develop a community survey and work with Chris Giacantonio to ensure victims and their experiences are integrated into the questions. A policy is also being created on surveying. Please see above in section pertaining to policy on public engagement.		Sep-17	Sylvia Paris	
Develop the conduit to the community role (proactive vs reactive)			Sep-17	Sylvia Paris	
Develop an effective process to respond to community concerns and complaints	This can be housed within the policy section on roles and responsibilities once completed.		Sep-17	Sylvia Paris	
Create an annual report to the public	Year in review, objectives, budget, mediums to communicate this, and board activities.		Sep-17	Sylvia Paris	
Identify Stakeholders	A joint partnership plan shall be developed that outlines any and all stakeholders that the Board should be engaging with. This include, Crown, prosecution, justice partners, public, and victims.		Sep-17	Sylvia Paris	
Undertake public consultation sessions that determine the priorities from both the public and the police	<ul style="list-style-type: none"> ~ Determine why we need input from the public i.e. for future action plans from the board, issue specific or policy, to address specific issue or policy. ~ Determine the frequency of the public consultation i.e. annually, issue specific driven, quarterly ~ Determine how best to deliver public consultation ~ Public participation/consultation plan needs to include representatives from: victims, non-victims, diverse demographics, business community, all of HRM. ~ Determine a feedback and follow-up loop ~ Include BoPC members in police town halls. include CR partners. Parks and Rec to provide space for children. 		Sep-17	Sylvia Paris	

Policy Goal: To review and create policy					
Roles and Responsibilities Goal: To achieve appropriate resourcing for the Board					
Objective	Planned Action	Additional Information for Consideration	Timeframe	Responsible Lead	Resources Required
Board to formulate a justification for resources and outline of responsibilities for a support person to directly resource the Board (May want to amalgamate this with the audit and finance piece above pertaining to the creation of a budget for the Board)		<p>~Staff and space should be provided to the Board with a separate budget suitable to enable its effective operation</p> <p>~ Consideration should be given to a full time staff person to perform Board secretariate functions under the supervision and direction of the Board.</p> <p>~ Dedicated space for Board use in existing HRM premises or seperate space should also be considered to house a Board employee and Board related administrative material. All files and records of the Board should be retained as a support function. Board members should have unrestricted access to all current and archived Board records.</p>	31-Mar-17	Commissioner Craig	
Data and Communication Goal: To improve consistency and clarity in reporting processes at Board meetings					
Objective	Planned Action	Additional Information for Consideration	Timeframe	Responsible Lead	Resources Required
Launch a monthly dashboard of priority indicators and consistent analytic approaches in plain language.					
Have training modules and materials available for BoPC members on key concepts and processes in Halifax policing such as a new member orientation and ongoing member training (may want to amalgamate this with the policy on Board HR functions or the Board Orientation/Training Manual in the "other" section).					
Identify an appropriate and consistent process for reporting to the BoPC on ongoing operational issues and activities	Need to define the line on administrative vs operational information. Chief Blais has created a template for consistent reporting of operational matters to the Board.		Dec-17	Chief Blais C/Supt. Bergerman Commissioner Craig	
		~Attend the CAPG national meeting in Halifax and discuss the Board workplan with others.			
Policy and Public Safety Office Goal: To create a united approach between the Board and the Public Safety Advisor					

Policy Goal: To review and create policy					
Objective	Planned Action	Additional Information for Consideration	Timeframe	Responsible Lead	Resources Required
Policy Development					
Governance		Clarity on the reporting relationship of PSO, YAP and Souls Strong programs.			
Role in Partnership					
Role in Policy development with Board					
Other					
Objective	Planned Action	Additional Information for Consideration	Timeframe	Responsible Lead	Resources Required
		Development of a Board Orientation/Training Manual. The Manual should include the following: -CAPG background re:Police Board concept -Halifax/NS Police Board background - Overview of the Integrated model -BoPC legislative framework -BoPC accountabilities in response to legislation and proposed monthly workplan -Reference to DoJ online training - HRP/RCMP org charts, governance structures, geographic responsibilities, and staffing -Budget overview -Operations orientation -Information regarding HRM HR performance management and assessment process.			
		Development of a Board Policy Manual paying specific attention to those issues outlined on page 73 of the Governance Review.			
		Development of Board subcommittees to ensure manuals are kept up to date and issues pertaining to governance, budget, policy, community engagement, and planning are top of mind. The information from these committees should be tracked and recorded for ongoing reference and information for new commissioners.			
		Development of a Board Terms of Reference that provides a clear understanding of the categories of legislated obligations of the Board and the schedule of activities that are required to fulfill those obligations (could be amalgamated into the policy piece on Board roles and responsibilities).			

<p align="center">Policy Goal: To review and create policy</p>					
		<p>Development of an annual and monthly workplan that is consistent with the overall policing Strategic Plan and the Chief's MAP that is maintained monthly. This workplan should include business arising from previous meetings and follow-up actions. This should also ensure that plans reflect community needs and is appropriate to use as a basis for annual planning.</p>			
		<p>Development of a monthly agenda setting for Board meetings (can be amalgamated into the roles and responsibilities policy once created). Additions should include:</p> <ul style="list-style-type: none"> -Welcome to guests, observers, and introductions as appropriate -Update overview regarding new operational policies and practices of HRP and RCMP -Annual review of specific staff discipline regarding RCMP and HRP -Review of HRP complaints brought to attention of Review Board -Quarterly status of progress regarding annual plan objectives for HRP and RCMP. 			
		<p>Speak to DoJ regarding possible amendments to the Police Act.</p>			
		<p>Discuss recommendations and next steps including the BoPC role and response process/timeframe</p>			

Policy				
Goal: To review and create policy				
		<p>The creation of a 12 month calendar for time sensitive tasks that will facilitate in Board agenda preparation and overall board planning. An annual workplan could look akin to:</p> <p>Sept: **Discussion of budget pressures and annual plan objectives for next fiscal</p> <p>Oct: **Budget preparation and quaterly review of annual plans</p> <p>Nov: **Presentation by Chief of draft Budget and consideration by Board</p> <p>Dec: **Preparation of Budget for submission to Council</p> <p>Jan: **Chair submits Budget to Council **quarterly review of annual plans **Chair reviews Board budget with commissioners, **Board receives information regarding staff discipline for previous year</p>		