

**Delta Police Department
BOARD REPORT
Regular Meeting**



To: **Delta Police Board**

From: **Annette Garm**

Date: **June 23, 2020**

Delta Police Board Committees and Terms of Reference Review

▪ **RECOMMENDATIONS:**

- A. THAT the Committee Terms of Reference (TOR), structure, succession planning, accountability and deliverables be reviewed, assessed and updated by a subcommittee of the Police Board in collaboration with the Police executive team.
- B. THAT the written TORs for committee structure be standardized, clear, comprehensive and directive, explaining expectations for deliverables, including a mechanism that demonstrates how they align with the objectives of the Strategic Plan.

▪ **PURPOSE:**

To inform the Board of the Governance Committee's recommendations to improve the Delta Police Board's (DPB) Committees' written Terms of Reference (TOR).

▪ **DISCUSSION:**

I was tasked by the DPB Governance Committee Chair, Mr. Peter Buxton to review the Delta Police Board's Committees written terms of reference with the intent to make recommendations for improvement.

I reviewed the DPB Committee Terms of Reference (TOR) for three committees and my summary follows:

1. Governance Committee: The current terms of reference for the Governance Committee was completed June 20th, 2018. The written Purpose of the Governance Committee appears appropriate to its task. The Composition and Operation section outlines committee membership however it does not describe how the chair of the committee is to be designated and/or for what length of term they serve and/or how succession planning follows. It suggests the committee operate in a manner consistent with the provision of the Delta Police Board Policy and Procedure manual and requests that the manual be reviewed, approved and updated every three years and that this committee should make recommendations to the Board for revisions. To that end the Governance committee is also in the process of submitting a biannual evaluation process for the Board and hopes to have that approved at the June 2020 Board meeting. The TOR state that the duties and responsibilities of the committee are to develop recommendations regarding the qualities and skills for potential board members taking into consideration the board's short term and long term succession plans but the TOR doesn't state how that is to be done.
2. Human Resources Committee: The TOR for this committee was also reviewed in 2018. The purpose of the Human Resources committee is clearly stated. Its Composition and Operations section, like the governance committee, states that the committee is to be composed of two or more members appointed by the Board and that one member be designated as chair. However, it does not describe how the members are appointed or how the chair is designated and for how long or how succession is planned.
3. The Finance Committee: The TOR was last updated in June 21st, 2012. It does not have a purpose section and is drafted in a different format from the other two TORs. Like the other two committees, the finance TOR does not describe how members/chair are appointed, and for what length, etc. but it does identify which staff are to be present (the other two committees do not).

▪ **IMPLICATIONS:**

There are no financial implications for this report.

▪ **RELATED POLICY:**

There is no related DPD policy for this report.

▪ **CONCLUSION:**

A Subcommittee of the Delta Police Board should take on the project of reviewing the Committee TORs relating to structure, succession planning, accountability and

expected deliverables with the goal of providing written TORs that are standardized, clear comprehensive and directive, explaining expectations for deliverables, including a mechanism that demonstrates how they align with the objectives of the Strategic Plan.

▪ **ATTACHMENTS:**

- A. Delta Police Board Governance Committee Terms of Reference
- B. Delta Police Board Human Resources Committee Terms of Reference
- C. Delta Police Board Finance Committee Terms of Reference

Respectfully Submitted:



Annette Garm, RN, BSN, MALS, MN, CGN(C), EXTRA Fellow
Member, Governance Committee
Delta Police Board

Appendix A

DELTA POLICE BOARD'S COMMITTEES TERMS OF REFERENCE

Committees will meet on a quarterly basis. Each committee is responsible for setting the annual meeting schedule.

1) Governance Committee:

Purpose

The purpose of the Delta Police Board's Governance Committee ("the Committee") is to:

- i) Provide a focus on policy and planning that will enhance the organization's performance. The Committee assesses and makes recommendations regarding Board effectiveness and ongoing Board Member development, and leads the process for recommending Board Member appointment criteria to the government for consideration when appointing Members.
- ii) The Committee's primary function is to assist the Board in fulfilling its specific responsibilities consistent with Part 5 s.28 the *Police Act* regarding:
 - standards, guidelines and policies for the administration of the Police Department;
 - the prevention of neglect and abuse by its municipal constables;
 - the efficient carrying out of duties and functions by the Police Department and its constables
- iii) Primary responsibility for development of Policies and Procedures of the Delta Police Department is vested in management and is overseen by the Board.

Composition and Operations

- i) The Committee shall be composed of three members appointed by the Board, with one member designated as Chair. Appointment of Committee members will be in accordance with relevant sections of the Delta Police Board Policy and Procedure Manual.
- ii) The Committee shall operate in a manner consistent with the provisions of the Delta Police Board Policy and Procedure Manual.

- iii) The Committee shall meet at least four times each year.
- iv) The Committee shall meet at the call of the Chair, or by agreement of the Committee.
- v) The Committee may invite such Board Members and outside parties, and in consultation with the Chief Constable, such employees as may be deemed appropriate to attend meetings and assist in the discussion and consideration of the business of the Committee.

Duties and Responsibilities

Subject to the powers and duties of the Board, the Committee shall:

- i) Develop a Delta Police Board Policy and Procedure Manual by which the Board will operate.
- ii) Review the approved Board Manual every three years and make recommendations to the Board for revisions.
- iii) Recommend to the Board, and if approved, implement an appropriate bi-annual evaluation process for the Board.
- iv) Develop recommendations regarding the qualities and skills for potential Board Members, taking into consideration the Board's short-term needs and long-term succession plans.
- v) Review, monitor and make recommendations regarding Board Member orientation and ongoing development as outlined in the Board Orientation document in Appendix B of the Police Board Manual.
- vi) Recommend to the Board any reports on policy and planning considered advisable.
- vii) At the request of the Board, undertake such other governance initiatives as may be necessary or desirable to contribute to the success of the organization.
- viii) Review and recommend approval of the Board Annual Report to the Board.
- ix) Review and recommend for approval to the Board, Policies and Procedures developed by the management team consistent with the *Police Act*.
- x) Ensure that approved Policies and Procedures are filed with the Director of Police Services according to the *Police Act*.

Accountability

- i) The Committee shall review the terms of reference for the Committee annually, and make recommendations to the Board as required.
- ii) The Committee shall keep a record of its meetings and the Chair will provide oral reports to the Board at the next available Board meeting, or other reports to the Board as requested, on policy and planning matters relative to the Board and Department.

APPROVED by the
Delta Police Board on
June 20, 2018

iii) Human Resources Committee

Purpose

- i) The primary function of the Human Resources Committee (the “Committee”) is to assist the Board in fulfilling its oversight and employer responsibilities under the *Police Act* as related to human resources matters.
- ii) Primary responsibility for human resources management, performance management, labour relations, employee health and safety, and career planning of the Delta Police Department is vested in management and is overseen by the Board.

Composition and Operations

- i) The Committee shall be composed of two or more members appointed by the Board, with one member designated as Chair. Appointment of Committee members will be in accordance with relevant sections of the Delta Police Board Policy and Procedure Manual.
- ii) The Committee shall operate in a manner consistent with provisions of the Delta Police Board Policy and Procedure Manual.
- iii) The Committee shall meet at least four times each year.
- iv) The Committee shall meet at the call of the Chair, or as agreed to by the Committee.
- v) The Committee may invite such Board Members and outside parties, and in consultation with the Chief Constable, such employees as may be deemed appropriate to attend meetings and assist in the discussion and consideration of the business of the Committee.

Duties and Responsibilities

Subject to the powers and duties of the Board, the Committee shall:

- i) Recommend to the Board a performance evaluation process for the Chief Constable and, when approved, lead the implementation of the evaluation process.
- ii) Review and recommend compensation for the Chief Constable.
- iii) In consultation with the Chief Constable, review and recommend to the Board compensation for other exempt employees of the Board.

- iv) Review and recommend the organization's compensation philosophy and guidelines, including protocols and service agreements with The City of Delta and Metro Vancouver Labour Relations Section.
- v) Review with the Chief Constable existing management resources and plans, including recruitment and training programs, to ensure that qualified personnel will be available for succession to executive positions at the Department and report on this matter to the Board at least once each year.
- vi) Review the Department's Human Resources policies from time to time.
- vii) Review with the Chief Constable any significant outside commitments the Chief is considering before the commitment is made. This includes commitments to act as a director or trustee of for-profit and not-for-profit organizations.
- viii) Act as the Board's representative at step 2 of the DPA grievance procedure and in collective agreement negotiations.

Accountability

- i) The Committee shall review the terms of reference for the Committee annually and make recommendations to the Board as required.
- ii) The Committee shall keep a record of its meetings and the Chair shall provide oral reports to the Board at the next available meeting, or other reports to the Board as requested, on personnel matters relative to the Department.

APPROVED by the
Delta Police Board on
June 20, 2018

2) Finance Committee

Purpose

The purpose of the Delta Police Board's Finance committee ("the committee") is to ensure effective and transparent fiscal management of the Delta Police Department Budget.

Composition and Operation

- i) The Committee shall be composed of three members as appointed by the Board in accordance with the relevant sections of the Delta Police Board Policy and Procedure Manual. One Board member shall be appointed as Chair of the Committee.
- ii) Staff participation on the Committee shall include the Finance Manager, as well as additional Accounting staff, as deemed appropriate by the Finance Chair and, as required, the Deputy Chief OIC, Administration Branch.
- iii) The Committee shall meet at least four times each year.
- iv) The Committee shall meet at the call of the Chair, or otherwise by agreement of the Committee.
- v) The Committee may invite other Board Members and, in consultation with the Deputy Chief, Administration, other staff and sworn members to assist in consideration of the business of the Committee.
- vi) The Chair shall minute the meetings and may delegate such duties to a staff member.

Duties and Responsibilities

i) Financial Policy Development

The Committee shall review and recommend financial policy for the Department, taking into account the policies of the municipal government and attempting to achieve harmonization in financial administration, where such harmonization does not compromise the independence of the Department.

ii) Budget Development

The Committee shall:

- Review and the budget development process and guidelines for the Department and make revisions as required.

- Review and recommend a capital budget to the Board in light of strategic planning objectives, operating budget impacts and municipal finance considerations.
- Review and recommend an operating budget to the Board in light of strategic planning objectives, capital budget and municipal finance considerations.

iii) Financial Statements and Other Financial Reporting

The Committee shall:

- Review and recommend for approval to the Board, financial information for public release (ie. annual report).
- Review normal periodic internal financial information including monthly and quarterly operating expenditures and annual financial statements.
- Ensure that:
 - The Board receives timely, meaningful reports that keep it properly informed of the Department's financial situation, including factors of a non-financial nature that may have a direct bearing on the future financial situation of the Department, in order for the Board to make better informed decisions.
 - The financial reports to the Board clearly display the financial results of each principle area of activity and include actual-to-budget and year-to-date results and reflect events to date and known factors which may influence either revenue or expense components.

iv) Risk Management, Internal Control and Information Systems

The Committee shall review and obtain reasonable assurance that the risk management is appropriate reviewed. This includes:

- Review of the Department's risk management controls and policies.
- That the information systems are properly designed as to internal and external security safeguards and that effective redundancy and reliability is provided for.

- Reviewing internal control procedures and recommend steps for improvement pursuant to Section v) below.

v) Internal and External Audit

The Committee shall:

- Inquire as to the internal procedures of the Department, including its system of internal controls, to fulfill the following objectives:
 - Ensure the reliability and integrity of information,
 - Ensure compliance with policies, plans, procedures, laws and regulations,
 - Ensure that assets are safeguarded,
 - Ensure that resources are used efficiently and economically, and
 - Ensure that established organizational goals and objectives, as articulated in the Department's strategic plan, are met.
- Review the planning and results of any external audit activities, either a financial or operational audit, with the commissioned auditor.

APPROVED by the
Delta Police Board on
June 20, 2018

Delta Police Department Financial Report

For the period ending May 31, 2020

Operating Revenues & Expenditures

	Year to date Actuals	Accrual for Expenditures/ Revenues	Year to Date Actuals (Adjusted)	Year to date Budget	Annual 2020 Budget	YTD Variance (Fav)/Unfav (\$)	YTD Variance (Fav)/Unfav (%)
Expenditures							
Administration Bureau	5,169,797	277,648	5,447,445	5,404,040	13,021,500	43,405	0.8%
Investigations Bureau	2,236,590	38,438	2,275,028	2,820,090	6,956,000	(545,063)	-19.3%
Community Policing Bureau - Community Support	3,201,034	1,000	3,202,034	3,470,030	8,602,500	(267,996)	-7.7%
Community Policing Bureau - Patrol	5,447,153	-	5,447,153	5,501,465	13,200,000	(54,312)	-1.0%
Police Secondments	1,204,113	-	1,204,113	1,420,537	3,455,000	(216,424)	-15.2%
Wage bank accrual		143,750	143,750		-	143,750	
Total Expenditures	17,258,687	460,836	17,719,523	18,616,162	45,235,000	(896,640)	-4.8%
Revenues							
Recovered Services	(1,289,694)	(27,448)	(1,317,142)	(1,519,162)	(6,705,000)	202,020	13.3%
Fines and Fees	(252,842)	-	(252,842)	(95,830)	(230,000)	(157,012)	-163.8%
Grants	(1,388,085)	19,481	(1,368,604)	(1,593,540)	(1,654,500)	224,936	14.1%
Other Recoveries and Miscellaneous	(58,205)	-	(58,205)	(37,500)	(90,000)	(20,705)	-55.2%
Total Revenue	(2,988,826)	(7,967)	(2,996,793)	(3,246,032)	(8,679,500)	249,239	7.7%
Operating Tax Draw	14,269,861	452,869	14,722,730	15,370,130	36,555,500	(647,401)	-4.2%

Capital

	2020 Actuals	2020 Budget	Variance (Fav)/Unfav (\$)
Expenditures			
Vehicle Purchases - 2020	-	688,000	(688,000)
Vehicle Purchases - 2019	205,183	647,000	(441,817)
Armoured Vests, Furniture, Computers, Software	23,241	178,000	(154,759)
Training Simulator	180,000	180,000	-
Cannabis Roadside Testing Devices	-	112,000	(112,000)
Total Expenditures	408,424	1,805,000	(1,396,576)

**The City of Delta
Payroll Overtime Data
As of: 2020-05-31**

	2020					2020 Year to Date								2019 Overtime Statistics			
	Overtime	Statutory Holiday	Standby Time	Total Month	Budget Month	Overtime	Statutory Holiday	Standby Time	Total YTD	Budget YTD	Variance YTD	% spent (YTD)	Budget Annual	Overtime YTD	Budget YTD	Overtime Annual	Budget Annual
1199 Police Fleet Mtce (Ops)	-	-	-	-	-	926	-	-	926	-	926	-	-	29	-	86	-
1305 Police Community Support	4,855	-	2,610	7,465	11,708	26,631	263	9,213	36,107	58,540	(22,433)	140,500	63,812	45,830	256,751	110,000	
1307 Police Comms/Media	169	-	-	169	417	2,845	-	-	2,845	2,085	760	5,000	2,917	3,955	8,327	9,500	
1312 Police PublicSafety Operations	-	-	-	-	208	3,598	-	336	3,934	1,040	2,894	2,500	-	1,040	(2,099)	2,500	
1331 Police TFN Policing	-	292	-	292	542	429	561	-	990	2,710	(1,720)	6,500	1,280	2,710	7,319	6,500	
1335 Police Administration	144	-	-	144	833	4,660	-	-	4,660	4,165	495	10,000	2,705	3,960	12,797	9,500	
1336 Police NDPS Building	-	-	-	-	-	180	-	-	180	-	180	-	-	-	-	-	
1342 Police Ports Liaison	-	-	-	-	42	-	-	-	-	210	(210)	500	-	210	-	500	
1343 Police BC Justice Institute	-	351	-	351	-	-	702	-	702	-	702	-	-	-	1,387	-	
1345 Police Human Resources	8,959	-	-	8,959	8,458	39,741	585	-	40,326	42,290	(1,964)	101,500	51,606	51,875	127,955	124,500	
1349 Police Drug Section	-	-	-	-	2,750	809	-	146	955	13,750	(12,795)	33,000	22,497	13,750	33,950	33,000	
1350 Police Identification Section	-	-	-	-	167	506	256	3,056	3,818	835	2,983	2,000	33,827	29,585	74,872	71,000	
1351 Police Fraud Investigation	-	-	-	-	333	409	-	154	563	1,665	(1,102)	4,000	6,824	1,665	8,369	4,000	
1352 Police General Investigation	1,416	-	614	2,030	2,167	10,591	-	1,067	11,659	10,835	824	26,000	6,635	9,585	15,575	23,000	
1353 Police Intelligence Section	-	-	-	-	333	-	-	-	-	1,665	(1,665)	4,000	609	1,665	3,434	4,000	
1354 Police Crime Reduction Unit	5,494	-	-	5,494	3,917	15,394	-	-	15,394	19,585	(4,191)	47,000	16,442	19,585	49,580	47,000	
1356 Police Major Crimes Section	14,889	-	1,185	16,074	16,667	93,700	-	4,943	98,643	83,335	15,308	200,000	87,961	75,000	243,424	180,000	
1357 Police SeriousCrimes/SexOffenc	5,172	-	643	5,815	1,167	7,755	-	643	8,399	5,835	2,564	14,000	1,535	5,835	13,558	14,000	
1358 Police IMPACT (Sec)	-	-	-	-	2,458	9,597	-	1,075	10,672	12,290	(1,618)	29,500	20,051	12,290	38,727	29,500	
1359 PoliceProvTrafficProjects(Sec)	-	-	-	-	-	13,609	-	-	13,609	-	13,609	59,000	6,932	-	67,459	59,000	
1363 Police IRSU (Sec)	2,379	-	-	2,379	4,875	13,576	877	-	14,453	24,375	(9,922)	58,500	12,118	13,960	57,024	33,500	
1364 Police CFSEU (Sec)	1,484	-	-	1,484	11,042	32,480	536	154	33,169	55,210	(22,041)	132,500	31,401	55,210	52,794	132,500	
1367 Police DCPO ND	-	146	-	146	833	-	994	-	994	4,165	(3,171)	10,000	2,905	2,295	5,214	5,500	
1368 Police DCPO Ladner	-	-	-	-	208	-	154	-	154	1,040	(886)	2,500	717	1,040	1,406	2,500	
1369 Police DCPO Tsaw	409	-	-	409	208	409	154	-	563	1,040	(477)	2,500	1,024	1,040	2,150	2,500	
1370 Police School Liaison	-	-	-	-	542	1,762	797	-	2,559	2,710	(151)	6,500	4,993	2,710	11,043	6,500	
1371 Police Reserve Police	-	-	-	-	3,333	4,563	-	-	4,563	16,665	(12,102)	20,000	16,471	13,750	20,000	16,500	
1373 Police Victim Services	-	-	-	-	375	409	-	220	629	1,875	(1,246)	4,500	796	1,875	1,313	4,500	
1376 Police Information & Security	246	-	-	246	4,250	10,186	126	-	10,312	21,250	(10,938)	51,000	13,709	20,835	28,268	50,000	
1381 Police Truck Enforcement	-	-	-	-	333	-	322	-	322	1,665	(1,343)	4,000	307	1,665	1,192	4,000	
1383 Police Traffic Section	-	1,579	-	1,579	3,250	12,108	3,437	161	15,705	16,250	(545)	39,000	44,814	8,335	97,525	20,000	
1388 Police Patrol	14,264	8,365	-	22,628	46,042	111,050	36,705	-	147,755	230,210	(82,455)	552,500	159,610	230,210	416,142	552,500	
1390 Police Professional Standards	-	-	-	-	250	971	-	-	971	1,250	(279)	3,000	1,299	1,250	8,904	3,000	
1524 Police LMTT	-	-	-	-	4,583	1,024	-	-	1,024	22,915	(21,891)	55,000	27,288	22,915	55,972	55,000	
1540 Police VPD BCMUP (Sec)	-	-	-	-	-	992	-	-	992	-	992	-	1,540	49,165	5,099	118,000	
1579 Police Information Technology	-	-	-	-	583	3,872	-	-	3,872	2,915	957	7,000	5,914	2,085	12,220	5,000	
1584 Police Intelligence Management	-	-	-	-	42	-	-	-	-	210	(210)	500	-	210	-	500	
1594 Police UHU (Sec)	-	-	-	-	1,000	-	-	-	-	5,000	(5,000)	12,000	18,477	5,000	74,227	12,000	
1596 Police Youth Liaison	5,508	-	-	5,508	292	6,634	-	-	6,634	1,460	5,174	3,500	2,536	1,460	4,238	3,500	
1646 Police Cybercrime	-	-	-	-	417	-	-	-	-	2,085	(2,085)	5,000	-	-	-	-	
1680 Police Public Information Reps	308	1,992	-	2,300	7,374	8,246	7,017	-	15,263	36,870	(21,607)	88,500	13,850	36,045	29,157	86,500	
1681 Police LMD PDS (Sec)	4,165	448	-	4,614	1,833	21,482	1,482	526	23,490	9,165	14,325	22,000	46,669	9,165	97,337	22,000	
1682 Police LMD ERT (Sec)	1,289	-	2,566	3,856	6,708	15,425	-	7,699	23,125	33,540	(10,415)	80,500	30,338	33,540	57,438	80,500	
1683 Police RTIC-BC (Sec)	-	-	-	-	500	-	1,009	-	1,009	2,500	(1,491)	6,000	701	2,500	1,373	6,000	
1684 Police DeasIsland TrfServ(Sec)	-	-	-	-	-	-	-	-	-	-	-	-	-	2,085	-	5,000	
1685 Police TFN Service Team	479	292	-	771	3,042	3,388	2,164	-	5,552	15,210	(9,658)	36,500	5,170	2,710	21,677	6,500	
1686 Police INSET (Sec)	-	-	-	-	417	953	280	-	1,233	2,085	(852)	5,000	-	-	7,007	-	
1687 Police LMD FIS (Sec)	877	256	1,579	2,713	5,750	1,133	780	2,215	4,129	28,750	(24,621)	69,000	-	-	-	-	
Police	72,507	13,722	9,198	95,427	160,249	482,042	59,200	31,609	572,851	801,245	(228,394)	71.50%	1,962,000	768,305	799,595	2,030,190	1,961,500

Adjust for recoverables 38,787 38,787
YTD adjusted for recoverables 611,638 801,245 (189,607) **76.34%**