



Providing independent civilian oversight and governance of the Calgary
Police Service to ensure a safe community



CALGARY POLICE COMMISSION

REPORT TO

CITY AUDIT COMMITTEE

SEPTEMBER 18, 2018

Overview

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The following information is presented in response to the details requested by the Audit Committee.

Highlights include:

- Commission governance structure,
- Succession planning
- CPS financial highlights
- Commission priorities + 2018 initiatives
- CPS operating and strategic risks
- Internal controls
- Financial report summary
- Finance & Audit Committee workplan + composition
- Regulatory changes impacting business approach
- Initiatives to improve efficiencies
- Risk management assessments

Governance Structure – Commission Committee Responsibilities

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Finance & Audit Committee

- Reviews CPS budget, proposed adjustments, and any urgent funding needs, and submits to City Council
- Monitors allocation of funds provided by City Council
- Provides independent oversight of external audit reports, the development of internal operational audits, and information technology governance
- Monitors Commission budget

Governance Committee

- Monitors strategic direction for the Commission
- Provides leadership to Commission and CPS in development and maintenance of policies to ensure efficient and effective policing.

Complaint Oversight Committee

- Monitors the process for complaints against officers and CPS policies

Succession Planning + Recruitment

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Calgary Police Service

- Commission has kicked-off search process for Calgary's next Chief Constable

Calgary Police Commission

- Recruitment and selection of Commission members is conducted by City of Calgary
- Commission sends memo to City outlining the desired skills and qualifications necessary to help the Commission perform its duties effectively

CPS Financial Highlights

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- An external audit concluded that no recommendations for improvement in internal controls were required.
- There were no audit adjustments or recommendations for improvement to the 2017 audit.

Commission Priorities + Key Initiatives 2018

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- Hiring a new Chief Constable for Calgary
- Engaging in the development of the CPS 2019-2022 business plan and budget and the resource review process (tailored ZBR)
- Overseeing implementation of the Commission's 7-point plan to achieve gender equity, diversity, and inclusion at CPS
- Monitoring preparation of management response to Justice Wittmann's use of force review
- Strengthening community engagement and relationships with key partners
- Overseeing plans by CPS leadership to improve employee morale

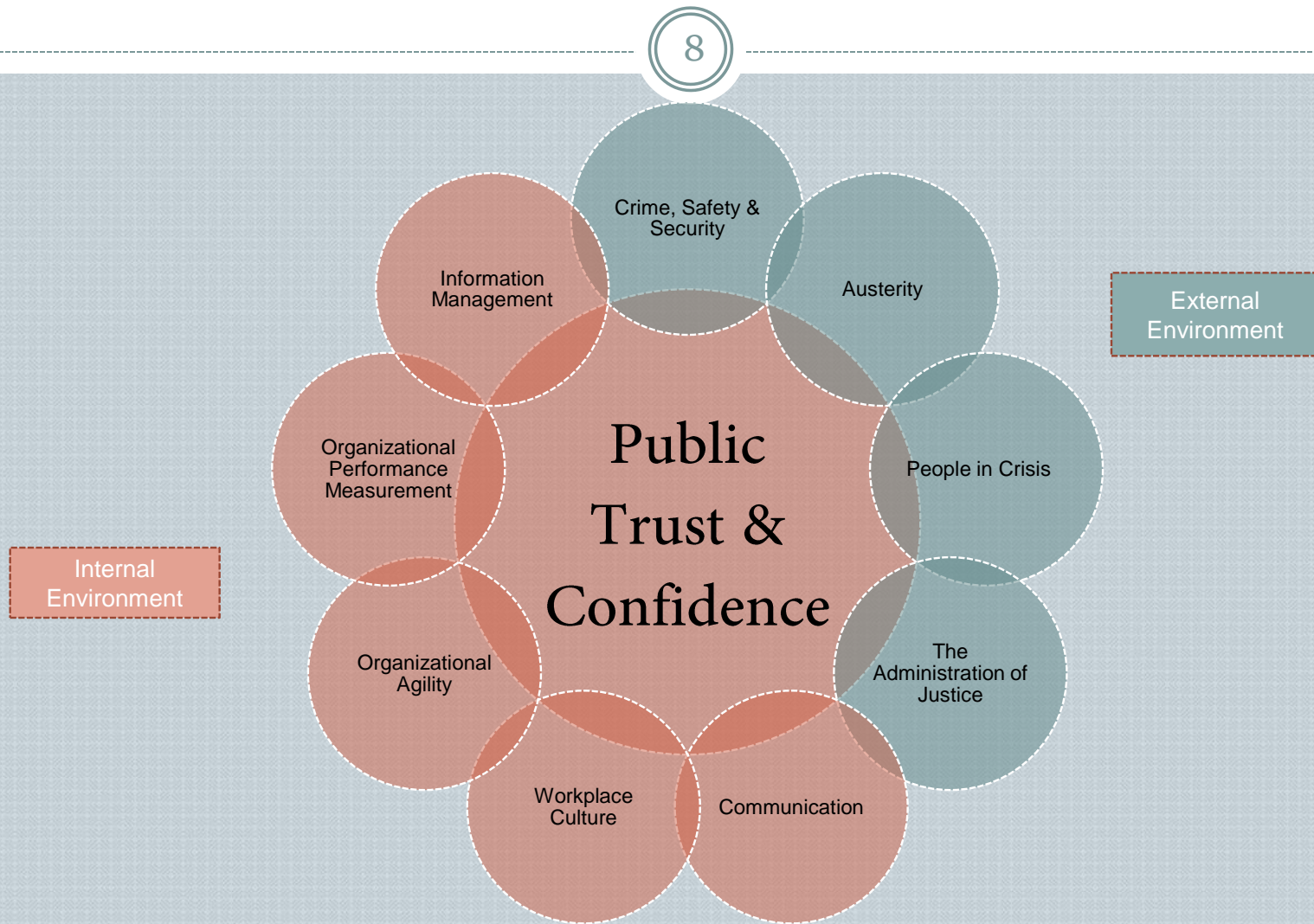
Commission Key Initiatives 2018 - contd

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- Reviewing CPS risk management strategy
- Observe the development of annual CPS internal audit plan and review results/progress reports
- Monitor staffing levels at CPS to ensure adequate personnel
- Oversee CPS information and IT systems and technologies
- Monitor CPS performance using available data

Key Operating and Strategic Risks for CPS

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Top Three Risks - CPS

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1. Safety- Crime Reduction + Management

- CPS crime reduction strategy focuses on break + enters, drug response, stolen vehicles, cyber-crime, offender management and traffic safety.

2. Administration of Justice

- CPS responding to legalization of cannabis by training drug recognition experts, reviewing police powers, public education and awareness, data collection and analysis, performance management and reporting.

3. Austerity in policing

- In response to the increasing complexity of crime and increasing need for resources, CPS has used cost avoidance strategies including intelligence-led policing, strategic deployment (Real Time Operations Centre), and investments in capital for operational efficiencies.

Internal Controls

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- Monthly operating and capital budget summaries
- In-depth reviews of financials and staffing 3x/year
- Assessment of risks informs Commission priorities

Internal Controls - IT

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- Governance of CPS IT is accomplished through regular reporting by CPS Chief Technology Officer on IT-related risks including:
 - Operating and capital budgets associated with IT requirements
 - Asset management lifecycle for all IT infrastructure, hardware, and software
 - Risk management and key performance indicators for cyber security, critical systems (servers and storage), software development, and staffing
 - Alignment of tasks and projects to CPS business plan

Financial Report Summary

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External Auditor Report (attached)

- Deloitte completed its audit of the 2017 financial statements of CPS and issued an opinion without qualification
 - No audit adjustments related to the 2017 audit
 - No uncorrected or corrected misstatements during the course of the audit
 - No unadjusted disclosure deficiencies to report
 - Auditors issued an unmodified audit report
 - No management recommendations for improvement in internal controls

Finance & Audit Committee 2018

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- Key activities for 2018:
 - Oversee and guide the development of the CPS multi-year business plan
 - Oversee CPS resource review process to find efficiencies, increase effectiveness, and further improve the services CPS provides to the community and its members
 - Oversee and inform the development of internal operational audits and monitor implementation of recommendations
 - Receive and understand CPS financial and IT risk management strategies
- Terms of reference are reviewed annually (*attached*) – *No changes were made in 2017*

F&A Committee Composition

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Johnathan Liu, CPA, CA, ICD.D – Committee Chair

- Executive with Westmount Charter School Society working on finance and accounting and enterprise risk management. Director with the Alberta Association of Police Governance, and the Supply Chain Management Association. Holds an ICD.D designation from the Institute of Corporate Directors, a Bachelor of Commerce in accounting and is a chartered professional accountant.

Amira Dassouki

- Compensation consultant with experience providing statistical trend analysis. Holds a Bachelor of Science in Actuarial Science and volunteers with organizations including the Calgary Women's Centre, Junior Achievement Southern Alberta Company program, and the University of Calgary.

F&A Composition contd

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Roy Goodall, ICD.D

- 36 year career with the Canadian Forces in national and international defence settings. Spent 26 years working with capital and operations budgets, security and information technology policy, and risk management.

Chris Salmon

- Management consultant, specializing in areas of strategy, change management, and organizational performance. Post-graduate qualifications in management and criminal intelligence. Chair of the Emergency Medical Services Foundation.

Ward Sutherland

- Member of Calgary City Council with 25 years of senior leadership and management in top-tier companies.

Changes to Organizational Leadership

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- Chief Constable Roger Chaffin announced his retirement, effective January 2019.
- CPS created a position of Chief Human Resource Officer, reporting directly to the Chief. Leads the organization's efforts evolve HR practices to better support CPS membership.

Improving Efficiencies

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Resource Review (a zero-based review tailored to CPS)

- Using an independent review of areas of the organization to examine where CPS could find efficiencies, effectiveness, and build capacity for service delivery and sustainability.

Patrol Resource Teams

- Established to improve response times to the community and reduce pressure on frontline patrol teams.

Body-Worn Cameras

- The first 100 cameras have been deployed, with service-wide deployment expected to be complete by mid 2019.

Significant Changes - based on external assessments

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Independent review of CPS use of force – by former Chief Justice Wittmann

- 65 recommendations for improvements to training, recruitment, equipment and oversight

Adoption of Philadelphia Model

- CPS was first agency in Canada to adopt an approach to investigating sexual assault allegations – allows independent agencies to work directly with police to review the investigative steps and outcomes of each sexual assault file.

Regulatory Changes

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- The Province of Alberta is reviewing the Alberta Police Act based on advocacy efforts from police services, police commissions, municipalities, and interest groups across the province.
- An engagement process is currently underway to gather input from stakeholders about the legislation and the broad aspects of public safety that inform policing.
- Input from the engagement process will inform government's next steps.

Management of Risks

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CPS Operations Audit Section

Annual Audit Plan in consultation with
CPS Executive and Calgary Police
Commission

Identify

- Internal & External Scanning
- Subject Matter Experts

External Review

- External Audits
 - Use of Force Independent Review
 - Review of K9, Tac, & PSU
 - Annual External Financial Audit
- Solicitor General
- Provincial Policing Standards
- Alberta Policing Oversight Standards (every 4 yrs)
- Judicial Inquiries
- LERB
- ASIRT
- City Auditor

Communication

- Reporting
- Executive, Commission
- Public
- Best Practices

Assess

- Subject Matter Experts
- Risk Management Coordinator

Monitor

- Finance Division
- Operations Audit Section
- Business Strategy & Research Section
- Driver Safety & Compliance
- Ethics & Accountability Division
- Professional Standards Section
- Health, Safety & Wellness Section

Mitigate

- Policy/SOPs
- Policy Development Section
- Training
 - Chief Crowfoot Learning Centre (CCLC)
 - Early Intervention Program
- MOUs

As part of the **CPS commitment to the community**, the organization examines risk at the operational, project and strategic levels.

CPS Internal Review

- Ethics & Accountability Division
- Operations Audit Section
- Office of Inclusion, Development & Employee Engagement
- General Counsel to the Chief
- Strategic Communications Section
- Employee Services Division

Follow-up Questions?

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Contact the Calgary Police Commission

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