Winnipeg
Audit Department
Service de vérification

Winnipeg Police Board Effectiveness Evaluation

January 2017

Leaders in building public trust in civic government

Table of Contents

INDEPENDENCE 1

BACKGROUND 2

ROLES AND RESPONSIBILITIES 2

THE BOARD'S EFFECTIVENESS EVALUATION 3

EVALUATION QUESTIONNARE 3

POLICY AND PROCEDURE CHECKLIST 16

APPENDIX 1 – Terms of Reference 17

APPENDIX 2 – Evaluation Questionnaire 21

APPENDIX 3 – Policy and Procedure Checklist 28

INDEPENDENCE

The team members selected for the engagement did not have any conflicts of interest related to the engagement's subject matter.

ACKNOWLEDGEMENT

The Audit Department wants to extend its appreciation to all of the stakeholders who participated in this engagement and especially to the Winnipeg Police Board staff for their time and cooperation.

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1. Background

Section 35(1) of *The Police Services Act* requires the Winnipeg Police Board (the "Board") to operate in accordance with the policy and procedures manual developed for police boards by the Manitoba Police Commission (MPC).

Chapter 3.9 of the MPC Manual sets out a policy and related procedures to evaluate the effectiveness of the police boards in carrying out their legislative mandates. The policy requires the police board to evaluate its effectiveness at least every three years, and provides guidance for carrying out the evaluation.

The Board has been in operation for three years as of June 2016 and decided to initiate the evaluation process of its activities by requesting assistance from the Chief Performance Officer to administer the evaluation and ensure objectivity.

2. Roles and Responsibilities

The Board approved the Terms of Reference (**Appendix 1**) for its effectiveness evaluation on October 7, 2016. The Terms of Reference include the roles and responsibilities for the Board, the Board's Risk Management and Audit Committee, and the Chief Performance Officer. The key responsibilities have been summarized below.

2.1 The Board

The Board participated in the effectiveness evaluation questionnaire. Additionally, Board staff compiled documents and support to demonstrate the Board's compliance with requirements of *The Police Services Act* and the *Winnipeg Police Board By-law* ("WPB By-law") and made them available for the Chief Performance Officer's review.

2.2 Risk Management and Audit Committee

The Risk Management and Audit Committee (the "RMA Committee") was responsible for the preparation of the evaluation process in accordance with Chapter 3.9 of the MPC Manual. The process consisted of a project plan, evaluation questionnaires, and a policy and procedures checklist. The RMA Committee was also responsible for providing the Chief Performance Officer with a list of questions to engage Board members and stakeholders for their input.

2.3 Chief Performance Officer

The Chief Performance Officer (who is also the City Auditor) is a statutory officer appointed by City Council under *The City of Winnipeg Charter.* The City Auditor is independent of the Public Service and reports directly to Executive Policy Committee, which serves as the City's Audit Committee. This engagement was approved by Council in the City Auditor's 2015-2018 Audit Plan. For the purpose of this report, the Chief Performance Officer and the Audit Department staff who were involved in the engagement will be referred to as the "City Auditor".

The Board has requested that the City Auditor independently conduct and complete its effectiveness evaluation. The evaluation has been conducted in accordance with generally accepted government auditing standards for agreed-upon procedures engagements. An agreed-upon procedures engagement does not constitute an audit or a review and, accordingly, no assurance is expressed on the Board's effectiveness or compliance with legislation in this report. Rather, the City Auditor has compiled a report that includes the findings on the materials supplied by the Board, and the responses to the questionnaires, to assist the Board in evaluating its effectiveness and to identify potential areas for improvement in accordance with the Terms of Reference prepared by the Board.

The City Auditor's roles and responsibilities were as follows:

- Provided feedback to the RMA Committee on the questionnaire structure or evaluation methodology as deemed necessary.
- Administered the evaluation questionnaire to the Board and key stakeholders identified by the RMA Committee, collected and analyzed the results, and reported on the findings.
- Reviewed information compiled by Board staff to assess the Board's fulfillment of its responsibilities as they are listed in *The Police Services Act* and the WPB By-law.
- Provided anonymity for all stakeholders who participated in the evaluation process and reinterpreted their comments.

3. The Board's Effectiveness Evaluation

The Board's effectiveness evaluation consists of questionnaires and a policy and procedure checklist.

The purpose of the evaluation is to demonstrate the Board maintains compliance with the MPC Manual, which further reinforces measuring effectiveness to demonstrate overall good governance. It also identifies aspects of the Board's operations that can be further improved and incorporated into the goals of subsequent annual business plans. We acknowledge that there was a change in the Board Chair and Police Chief throughout the duration of this engagement.

The methodology, observations and analysis, and conclusions for the questionnaire and policy and procedure checklist are discussed in the following sections.

4. Evaluation Questionnaire

The Board considers the questionnaire an appropriate method to assess its effectiveness. The RMA Committee developed the form and methodology of the questionnaires based on a template created by the Canadian Police College and in accordance with the MPC manual (Section 3.9). The City Auditor provided feedback for the questionnaire, which included suggestions for specific topics as well as the Board's rating scale (where we recommended not using a "neutral" rating, and to use a four point scale to measure the respondents' feedback).

The Board answered one comprehensive set of questions relating to all key evaluation areas. Key stakeholders answered selected questions from the comprehensive questionnaire based on the areas that were relevant to each stakeholder.

All Board members participated in the evaluation questionnaire, while participation was optional for the remaining stakeholders that were selected by the Board. The remaining stakeholders included:

- City of Winnipeg, City Clerk's Department
- City of Winnipeg, Chief Financial Officer
- Manitoba Police Commission
- Manitoba Justice
- Winnipeg Police Board Indigenous Council on Policing and Crime Prevention in Winnipeg
- Winnipeg Police Service (WPS)
- People First HR
- MNP LLP
- Social Planning Council of Winnipeg
- Immigrant and Refugee Community Organization of Manitoba

- Newcomers Employment and Education Development Services (NEEDS) Inc.

There were twenty-nine evaluations distributed to stakeholders by the City Auditor on October 14, 2016. The last response was received on November 24, 2016, and the response rate was 59% (seventeen evaluations). The response rate is relatively low as seven of the seventeen evaluations received were from the Board members, who were required to complete the survey. There may be future opportunities for the Board to improve the response rate by increasing its communication with desired stakeholders about the contribution of the feedback to the Board's future success.

The evaluation questionnaire ratings provided by the Board are as follows:

4	Strongly Agree
3	Agree
2	Disagree
1	Strongly Disagree
N/A	Not applicable or assessable at this time

The City Auditor determined that the average score (mean) and the distribution about the mean were the most appropriate methods to analyze and communicate the results while maintaining anonymity. This was consistent with our review of other jurisdictions that have completed this type of evaluation.

The City Auditor developed the following average score system:

3.5 to 4	Significantly Satisfied
2.5 to 3.49	Satisfied
1.5 to 2.49	Unsatisfied
1 to 1.49	Significantly Unsatisfied

The rationale for this rating system is as follows:

The RMA Committee allowed the City Auditor to develop a methodology to analyze and communicate the results of the questionnaires. The City Auditor noted that the questions on the evaluation had been phrased in such a way that an "agree" response was the desired response (i.e. "agree" would be good) and concluded, therefore, that "disagree" would be an undesirable response. From this, it was determined that it would be reasonable to believe that "agree" would correspond with a respondent being "satisfied" with the subject matter of a question, and "disagree" would signal dissatisfaction with the subject of the question. This approach was used to interpret the overall results and communicate the aggregate average score in each performance area as a level of satisfaction or dissatisfaction.

The scoring system is based on what the calculated average score would round to in terms of the 1, 2, 3, 4 ratings in the Likert scale provided. We recognize that this methodology may not reflect a 100% accurate interpretation, but we believe that it does provide a reliable means for approximation and interpretation.

(Note: For ease of reference our scoring table has been included in the footer of the pages that follow.)

Other relevant factors used to analyze the questionnaire results included:

- "Not applicable" responses were removed from the calculations to avoid skewed results and uncertainty for the reason of why "not applicable" was selected (i.e. respondents may not have fully understood the question, may not know the answer, or may not want to answer the question for personal reasons).
- If a participant provided a check mark physically located in between two ratings boxes in the questionnaire, the average between the two scores was calculated (i.e. a score of 2.5 was assigned for a response in between 2 and 3).
- The questionnaire results were aggregated for all stakeholders to maintain anonymity.
- Comments were provided by respondents for each section. All commentary has been reinterpreted by the City Auditor to maintain anonymity. If we were unclear on what the comment was saying, we excluded it from this report.

We believe that this presentation of results will assist the Board in identifying areas where it is effective and areas the Board may want to discuss and develop strategies for improvement. The full evaluation questionnaire has been included in **Appendix 2** and contains the average scores for each statement from all stakeholders. The results are summarized in the following sections.

4.1 Board Competencies & Performance Areas

Overall Average Score: *3.27 Satisfied*

Majority of the respondents were satisfied with the board competencies and performance areas.

Specific areas that the Board is perceived to perform well on include:

- The Board Chair leads the Board effectively (average score of 3.67).
- The Board understands the WPS mission (average score of 3.56).

An area with potential room for improvement includes:

- Board members act in the best interest of the WPS and the Community free of partisan political influence (average score of 2.71).

Respondent Commentary & Feedback:

Compliments given:

- Recognition of the Board's long-term efforts in establishing a strong governance role, strong public profile, and successful citizen engagement.
- The Board consists of a diverse group of individuals who work well together.

Improvements requested:

- Clarify the purpose and strategic direction of the Board.
- The Board rank its priorities for achievement so that it can allocate its resources accordingly.
- Determine and document the Board's view on its governance role for the Police Service in contrast to any management role.
- Develop priorities for financial management strategies (i.e. strategic investment, cost cutting).
- Have an open discussion and develop strategies to recognize and address political influence.
- Clear communication of budget and operational impact for the decision making process.

Average Scoring System:

3.5 to 4	Significantly Satisfied
2.5 to 3.49	Satisfied
1.5 to 2.49	Unsatisfied
1 to 1.49	Significantly Unsatisfied

- Place further emphasis on training and education for new members.

Questionnaire Results	
	Average Score
The Board understands the WPS mission.	3.56
The Board has implemented an adequate governance structure.	3.33
The Board provides effective stewardship of the WPS.	3.33
The Board demonstrates accountability to Council through meaningful annual and periodic reporting.	3.00
The Board understands its roles and responsibilities.	3.33
The Board understands the roles and responsibilities of its staff.	3.50
The Board understands the roles and responsibilities of the Chief of Police.	3.50
The Board understands the roles and responsibilities of the WPS.	3.30
The Board has an effective working relationship with the (Acting) Chief of Police.	3.50
The Board has an effective working relationship with the WPS Executive and the Organizational Support Division.	3.25
The Board has effective working relationships with City Council and its Standing Policy Committees.	3.00
The Board has effective working relationships with the City of Winnipeg public service.	2.89
The Board provides effective leadership for the Chief of Police.	3.25
The Board provides effective leadership for the WPS.	3.14
The Board Chair leads the Board effectively.	3.67
Committee Chairs lead their Committees effectively.	3.29
Board members act in the best interests of the WPS and the community, free of partisan political influence.	2.71
The Board has a clear mission and direction.	3.38
Board members are committed to the Board's mission and direction.	3.25
Board members assist the Board in making effective and informed decisions.	3.38
The Board makes decisions in a timely manner.	3.22
The Board is comfortable making time-sensitive decisions, including in situations where there may be operational risks and/or limited information.	3.17
Total Average Score	***3.27***

To further analyze the summary scores noted in the table above, we also calculated the distribution of the individual responses across all questions. The average score of 3.27 for this section's statements suggests most respondents were satisfied. For all of the questions asked within this section, 36% of all responses were significantly satisfied, 56% were satisfied and 8% were unsatisfied. There were no responses that were significantly unsatisfied. This distribution illustrates there was some degree of variance around the average score.

4.2 Training & Capacity

Overall Average Score: *2.72 Satisfied*

In general, the respondents were satisfied with the Board's training and capacity.

Specific areas that the Board is perceived to perform well on include:

- The Board arranges additional relevant training for its members on an as-needed basis (average score of 3.00).
- Board members undertake any additional training provided by the Board (average score of 3.00).

Average Scoring System:

3.5 to 4	Significantly Satisfied
2.5 to 3.49	Satisfied
1.5 to 2.49	Unsatisfied
1 to 1.49	Significantly Unsatisfied

Areas with potential room for improvement include:

- Before seeking appointment, I had sufficient information about the "working conditions" for Board members (average score of 2.07).
- Board workloads are reasonable (average score of 2.25).
- The Board provides orientation and training on its own policies and procedures (average score of 2.50, which is on the low end of satisfied).

Respondent Commentary & Feedback:

Improvements requested:

- Determine the appropriate amount of training and communication necessary to bring new Board members up to speed with current events.
- Clear communication during the recruitment process of the workload expectations and time commitment required for new Board members.

Questionnaire Results	
	Average Score
As a whole, the Board has the skills, knowledge, and background needed to fulfill its responsibilities.	3.22
The Board provides orientation and training on its own policies and procedures.	2.50
The Board arranges additional relevant training for its members on an as-needed basis.	3.00
Board members undertake any additional training provided by the Board.	3.00
Before seeking appointment, I had sufficient information about the "working conditions" for Board members.	2.07
Board workloads are reasonable.	2.25
The Board manages its time efficiently.	2.81
Board members devote enough time to their roles in meetings, committees and informally.	2.94
Total Average Score	***2.72***

To further analyze the summary scores noted in the table above, we also calculated the distribution of the individual responses across all questions. The average score of 2.72 for this section's statements suggests most respondents were satisfied. For all of the questions asked within this section, 15% of all responses were significantly satisfied, 57% were satisfied, 18% were unsatisfied, and 10% were significantly unsatisfied. This distribution illustrates there was a considerable degree of variance around the average score.

4.3 Conduct & Cooperation

Overall Average Score: *3.28 Satisfied*

The Board's overall average score on conduct and cooperation showed satisfied results.

Specific areas that the Board is perceived to perform well on include:

- Committees are an effective mechanism for the Board to meet its governance and oversight responsibilities (average score of 3.50).
- The Chair maintains communication with all Board members (average score of 3.43).

No areas for improvement were identified through the questionnaire scoring results.

Average Scoring System:

3.5 to 4	Significantly Satisfied
2.5 to 3.49	Satisfied
1.5 to 2.49	Unsatisfied
1 to 1.49	Significantly Unsatisfied

Respondent Commentary & Feedback:

Compliment given:

- The Board handles differing viewpoints with mutual respect.

Improvement requested:

- Determine the amount of time commitment expected from Board members, and resource appropriately to meet that goal.

Questionnaire Results	
	Average Score
Board members are familiar with the *Code of Ethical Conduct for Police Board Members.*	3.36
Board members abide by the *Code of Ethical Conduct for Police Board Members.*	3.21
Board members are familiar with the content of the *Conflict of Interest Policy.*	3.25
Board members abide by the *Conflict of Interest Policy for Police Board Members.*	3.25
Board members keep confidential any information disclosed or discussed regarding the WPS, its staff, operations or administration that has not been disclosed or discussed at a regular Board meeting.	3.31
Board members respect confidential information that the Board Chair determines may not be disclosed in accordance with subsection 9(4) of the Rules.	2.94
Board members understand the sections of the *Freedom of Information and Protection of Privacy Act* that pertain to the Board and its activities.	3.33
The Chair maintains communication with all Board members.	3.43
Committees only make recommendations to the Board for its consideration and do not make decisions on behalf of the Board.	3.25
Board members share information received from the Service with their fellow Board members in accordance with section 60 of the Rules.	3.29
There is a climate of mutual respect and trust among Board members.	3.29
Communications among Board members, the Chair and the WPS Executive are open and respectful; contrary views are encouraged and expected.	3.25
The Board cultivates a sense of group responsibility.	3.44
Committees are an effective mechanism for the Board to meet its governance and oversight responsibilities.	3.50
There is effective delegation to and reporting back between the Board and its committees.	3.13
Total Average Score	***3.28***

To further analyze the summary scores noted in the table above, we also calculated the distribution of the individual responses across all questions. The average score of 3.28 for this section's statements suggests most respondents were satisfied. For all of the questions asked within this section, 35% of all responses were significantly satisfied, 61% were satisfied, 3% were unsatisfied, and 1% was significantly unsatisfied. This distribution illustrates there was a low degree of variance around the average score.

4.4 Board-Chief Relationship

Overall Average Score: *3.38 Satisfied*

All in all, most of the respondents were satisfied with the Board and Chief relationship.

Specific areas that the Board is perceived to perform well on include:

- The Board maintains an independent voice from senior WPS management (average score of 3.63).
- The Board monitors the Police Chief's performance (average score of 3.50).

Average Scoring System:

3.5 to 4	Significantly Satisfied
2.5 to 3.49	Satisfied
1.5 to 2.49	Unsatisfied
1 to 1.49	Significantly Unsatisfied

- The Police Chief notifies the Board of unanticipated expenditures causing an operating budget deficit as the case arises (average score of 3.50).
- The Police Chief takes all reasonable steps to fully inform the Board about all major and critical events as soon as practical (average score of 3.50).

No areas for improvement were identified through the questionnaire scoring results.

Respondent Commentary & Feedback:

Compliment given:

- Significant improvements noted over the past year in the Board and Chief relationship.

Improvements requested:

- Re-examine meeting agenda package deadlines and commit to providing materials before the deadlines.
- The Board develops an approach for potentially conflicting external roles of its members with the intent of maintaining a positive Board-Chief relationship.

Questionnaire Results	
	Average Score
The Board provides clear and consistent direction to the Police Chief.	3.38
The Board monitors the Police Chief's performance.	3.50
The Board holds the Police Chief to account for the Service's performance in managing risk.	3.33
The Board holds the Police Chief responsible for financial planning, control, administration and management of the Service's operating and capital budgets.	3.40
The Police Chief notifies the Board of unanticipated expenditures causing an operating budget deficit, as the case arises.	3.50
The Police Chief takes all reasonable steps to fully inform the Board about all major and critical events as soon as practicable.	3.50
The Police Chief keeps the Board fully informed of important operational matters and risks that have service and policy implications, or that have high public interest, or that may jeopardize the reputation of the WPS.	3.44
The Board is provided with complete and open disclosure from the Police Chief on all financial and budget matters.	3.25
Board members have timely access to Service information.	2.90
The Board ensures the Police Chief establishes programs and strategies to implement the priorities and objectives established by the Board for the WPS.	3.38
The Board maintains an independent voice from senior WPS management.	3.63
If conflict arises between the Board and the Police Chief, it is effectively managed.	3.38
Total Average Score	***3.38***

To further analyze the summary scores noted in the table above, we also calculated the distribution of the individual responses across all questions. The average score of 3.38 for this section's statements suggests most respondents were satisfied. For all of questions asked within this section, 41% of all responses were significantly satisfied, 57% were satisfied, and 2% were unsatisfied. There were no significantly unsatisfied responses. This distribution illustrates there was a low degree of variance around the average score.

4.5 Strategic Planning

Overall Average Score: *3.48 Satisfied*

Majority of the respondents were satisfied with the Board's strategic planning.

Average Scoring System:

3.5 to 4	Significantly Satisfied
2.5 to 3.49	Satisfied
1.5 to 2.49	Unsatisfied
1 to 1.49	Significantly Unsatisfied

Specific areas that the Board is perceived to perform well on include:

- The Board sets strategic direction for the WPS (average score of 3.56).
- The Board is involved in strategic and business planning for the WPS at an appropriate level (average score of 3.56).

No areas for improvement were identified through the questionnaire scoring results.

Respondent Feedback & Commentary:

Compliment given:

- The strategic plan was well developed.

Improvement requested:

- Determine how much Board resources will be spent on financial goals (i.e. cost cutting) versus performance in other areas.

Questionnaire Results	
	Average Score
The Board consults with the Police Chief when establishing priorities and objectives for the WPS.	3.50
The Board sets the strategic direction for the WPS.	3.56
The Board is involved in strategic and business planning for the WPS at an appropriate level.	3.56
The Board ensures that community perspectives and issues are addressed in the planning process.	3.38
The Board monitors implementation of the strategic plan and, when necessary, directs corrective action to the Police Chief.	3.43
Total Average Score	***3.48***

To further analyze the summary scores noted in the table above, we also calculated the distribution of the individual responses across all questions. The average score of 3.48 for this section's statements suggests most respondents were satisfied. For all of questions asked within this section, 48% of all responses were significantly satisfied and 52% were satisfied. There were no unsatisfied or significantly unsatisfied responses. This distribution illustrates there was a low degree of variance around the average score.

4.6 Policy Development

Overall Average Score: *3.17 Satisfied*

Generally, respondents were satisfied with the Board's policy development.

The specific area that the Board performed well on includes:

- The Board establishes meaningful and effective policies for the WPS management (average score of 3.23).

No areas for improvement were identified through the questionnaire scoring results.

Respondent Commentary & Feedback:

Compliment given:

- The Board has developed appropriate policies for its operations.

Average Scoring System:

3.5 to 4	Significantly Satisfied
2.5 to 3.49	Satisfied
1.5 to 2.49	Unsatisfied
1 to 1.49	Significantly Unsatisfied

Improvement requested:

- Determine if there are sufficient Board resources available to develop and carry out policies.

Questionnaire Results	
	Average Score
The Board establishes meaningful and effective policies for the management of the WPS.	3.23
The Board creates, revises and issues policies in areas where it should.	3.18
The Board reviews policies for which significant risks have been identified.	3.11
Total Average Score	***3.17***

To further analyze the summary scores noted in the table above, we also calculated the distribution of the individual responses across all questions. The average score of 3.17 for this section's statements suggests most respondents were satisfied. For all of questions asked within this section, 27% of all responses were significantly satisfied, 64% were satisfied, and 9% were unsatisfied. There were no significantly unsatisfied responses. This distribution illustrates there was some degree of variance around the average score.

4.7 Risk Management

Overall Average Score: *2.89 Satisfied*

Majority of the respondents were satisfied with the Board's risk management.

Specific areas that the Board is perceived to perform well on include:

- The Board is fulfilling its oversight responsibility with respect to risk management for the WPS (average score of 3.13).
- The Board conducts an ongoing review of outstanding high–priority risk areas (average score of 3.13).

An area with potential room for improvement includes:

- The Board establishes a contingency plan with Council to address the impact of unforeseen critical issues or expenditures (average score of 2.50, which is on the low end of satisfied).

Respondent Commentary & Feedback:

Improvements requested:

- Determine if there are sufficient Board resources available to carry out risk management activities.
- Clarify the risk management process and timings for the risk assessment activities and audits that take place.
- Develop a contingency plan to address unforeseen critical issues or expenditures.

Questionnaire Results	
	Average Score
The Board is fulfilling its oversight responsibility with respect to risk management for the WPS.	3.13
The Board conducts an ongoing review of outstanding high-priority risk areas.	3.13
The Board, in conjunction with the Police Chief, undertakes an annual systematic risk management audit.	2.83
The Board establishes a contingency plan with Council to address the impact of unforeseen critical issues or expenditures.	2.50
The Board collaborates with the Police Chief to understand, quantify, prioritize, mitigate and monitor high impact risks.	2.86

Average Scoring System:

3.5 to 4	Significantly Satisfied
2.5 to 3.49	Satisfied
1.5 to 2.49	Unsatisfied
1 to 1.49	Significantly Unsatisfied

Questionnaire Results	
	Average Score
Total Average Score	***2.89***

To further analyze the summary scores noted in the table above, we also calculated the distribution of the individual responses across all questions. The average score of 2.89 for this section's statements suggests most respondents were satisfied. For all of questions asked within this section, 19% of all responses were significantly satisfied, 53% were satisfied, and 28% were unsatisfied. There were no significantly unsatisfied responses. This distribution illustrates there was some degree of variance around the average score.

4.8 Financial Management

Overall Average Score: *3.16 Satisfied*

Most of the respondents were satisfied with the Board's financial management.

A specific area that the Board is perceived to perform significantly well on includes:

- The Board is fully engaged in the budget process (average score of 3.78).

No areas for improvement were identified through the questionnaire scoring results.

Respondent Feedback & Commentary:

Compliments given:

- The WPS provides clear and effective information to the Board for decision making.
- Continuous improvements noted in the Board's financial management.

Improvements requested:

- Determine if there are sufficient Board resources available to carry out financial management activities.
- Develop priorities for financial activities versus other Board activities.
- Have an open discussion and develop strategies for the Board to better fulfill its mandate in the allocation of funds to the Police Service.

Questionnaire Results	
	Average Score
The Board allocates funds in such a way that adequate and effective police services are being provided and to ensure strategic goals and objectives will be met.	3.25
The Board ensures the Service's regular financial reports include a written analysis that also incorporate a risk assessment and disclosure of any activity that is likely to significantly alter the organization's deficit/surplus position.	3.15
The information in WPS financial reports is helpful and easy to understand.	2.75
The Board provides good financial stewardship of the WPS: budget oversight, monitoring and evaluation.	2.88
The Board is fully engaged in the budget process – it is not a rubber stamp.	3.78
Total Average Score	***3.16***

Average Scoring System:

3.5 to 4	Significantly Satisfied
2.5 to 3.49	Satisfied
1.5 to 2.49	Unsatisfied
1 to 1.49	Significantly Unsatisfied

To further analyze the summary scores noted in the table above, we also calculated the distribution of the individual responses across all questions. The average score of 3.16 for this section's statements suggests most respondents were satisfied. For all of the questions asked within this section, 29% of all responses were significantly satisfied, 55% were satisfied, and 16% were unsatisfied. There were no significantly unsatisfied responses. This distribution illustrates there was some degree of variance around the average score.

4.9 Communication & Community Engagement

Overall Average Score: *3.09 Satisfied*

In general, the respondents were satisfied with the Board's communication and community engagements.

Specific areas that the Board is perceived to perform well on include:

- Board members and staff not purport to speak on behalf of the Board unless authorized to do so (average score of 3.57).
- The Chair is an effective spokesperson for the Board (average score of 3.50).
- The Board acts as a liaison between the community and the WPS (average score of 3.38).

Areas with potential room for improvement include:

- The Board has an effective system for informing the community about its role (average score of 2.63).
- The Board hosts effective community consultations (average score of 2.27).

Respondent Commentary & Feedback:

Improvements requested:

- Clear communication of the Board's role to the general public.
- Develop strategies to improve engagement with the public and address their needs through existing consultations
- Plan strategies to increase day to day activities with the community and strengthen the Board's relationship with the public.

Questionnaire Results	
	Average Score
The Board acts as a liaison between the community and the WPS.	3.38
The Board ensures that community needs and values are reflected in the policing priorities, objectives, programs and strategies.	3.31
The Chair is an effective spokesperson for the Board.	3.50
Board members and staff do not purport to speak on behalf of the Board unless authorized by the Board to do so.	3.57
Receiving delegations at Board meetings provides the Board with valuable community input.	3.29
The Board has an effective system for informing the community about its role.	2.63
The Board hosts effective community consultations.	2.27
The Board makes it convenient for citizens and community organizations to engage with the Board.	3.00
The Board is recognized and understood by the general public.	2.72
The Board effectively uses its meetings, reports and communications products to explain its work to the media.	3.19
Total Average Score	***3.09***

Average Scoring System:

3.5 to 4	Significantly Satisfied
2.5 to 3.49	Satisfied
1.5 to 2.49	Unsatisfied
1 to 1.49	Significantly Unsatisfied

To further analyze the summary scores noted in the table above, we also calculated the distribution of the individual responses across all questions. The average score of 3.09 for this section's statements suggests most respondents were satisfied. For all of questions asked within this section, 34% of all responses were significantly satisfied, 41% were satisfied, 21% were unsatisfied, and 4% were significantly unsatisfied. This distribution illustrates there was some degree of variance around the average score.

4.10 Restrictions on the Mandate

Overall Average Score: *3.67 Significantly Satisfied*

Majority of respondents were significantly satisfied with the Board's restrictions on the mandate.

A specific area that the Board is perceived to perform significantly well on includes:

- The Board refrains from playing a role in the discipline or personal conduct or any police officer other than the Police Chief (average score of 3.78).

No areas for improvement were identified through the questionnaire scoring results.

Respondent Commentary & Feedback:

Improvement requested:

- Clarify the Board's role, its independence from the WPS, and the limitations on the Board's access to WPS operational information.

RESTRICTIONS ON BOARD MANDATE	
	Average Score
The Board refrains from giving orders and directions to any member of the WPS other than the Police Chief.	3.67
No individual member of the Board gives orders or directions to any police officer.	3.67
The Board refrains from giving orders or directions on specific operational decisions, individual investigations, or the day-to-day operation of the WPS.	3.67
The Board refrains from playing a role in the discipline or personal conduct or any police officer other than the Police Chief.	3.78
The Board respects the restriction on its entitlement to sensitive information about individual investigations or intelligence files.	3.56
Total Average Score	***3.67***

To further analyze the summary scores noted in the table above, we also calculated the distribution of the individual responses across all questions. The average score of 3.67 for this section's statements suggests most respondents were significantly satisfied. For all of questions asked within this section, 67% of all responses were significantly satisfied and 33% were satisfied. There were no unsatisfied or significantly unsatisfied responses. This distribution illustrates there was a low degree of variance around the average score.

4.11 Board Meetings

Overall Average Score: *3.02 Satisfied*

Generally, the respondents were satisfied with the board meetings.

Average Scoring System:

3.5 to 4	Significantly Satisfied
2.5 to 3.49	Satisfied
1.5 to 2.49	Unsatisfied
1 to 1.49	Significantly Unsatisfied

Specific areas that the Board is perceived to perform well on include:

- If the Board calls a special meeting, it does not consider or decide any matter not set forth in the meeting notice without the consent of all Board members present (average score of 3.43).
- Board members conduct themselves in meetings in accordance with the Board's Rules of Practice and Procedure (average score 3.43).

An area with potential room for improvement includes:

- The Board devotes sufficient meeting time to strategic and planning issues (average score of 2.56, which is on the low end of satisfied).

Respondent Commentary & Feedback:

Improvements requested:

- Re-examine meeting agenda package deadlines and commit to providing materials before the deadlines.
- The Board review the current level of staff support to determine if it's appropriate for the required workload.

Questionnaire Results	
	Average Score
If the Board calls a special meeting, it does not consider or decide any matter not set forth in the meeting notice without the consent of all Board members present.	3.43
The Chair presides over Board meetings in accordance with the Board's Rules of Practice and Procedure.	3.38
Board members conduct themselves in meetings in accordance with the Board's Rules of Practice and Procedure.	3.43
Meeting discussion is restricted to issues that clearly belong to the Board.	2.89
The Board's public meetings are sufficient to provide for transparency and public participation.	2.67
The meeting materials provided to Board members are useful.	2.94
There is adequate monitoring or follow-up of action items.	3.11
The Board devotes sufficient meeting time to strategic and planning issues.	2.56
The Board Chair refers to Robert's Rules of Order for procedures that are not set out by the Board's Rules.	2.75
Total Average Score	***3.02***

To further analyze the summary scores noted in the table above, we also calculated the distribution of the individual responses across all questions. The average score of 3.02 for this section's statements suggests most respondents were satisfied. For all of questions asked within this section, 26% of all responses were significantly satisfied, 54% were satisfied, 16% were unsatisfied, and 4% were significantly unsatisfied. This distribution illustrates there was some degree of variance around the average score.

Conclusion:

Based on the analysis performed, the respondents were pleased with the overall effectiveness of the Board. Majority of the average scores in each section were satisfactory; however, some of the quantitative results as well as the comments expressed by respondents indicated areas for potential improvement. These included: inconsistent understanding of the Board's role to effectively manage its activities and strategic goals, better management of financial resources, minimal training and unclear expectations communicated for the workload, and further communication and engagement essential with the general public.

Average Scoring System:

3.5 to 4	Significantly Satisfied
2.5 to 3.49	Satisfied
1.5 to 2.49	Unsatisfied
1 to 1.49	Significantly Unsatisfied

5. Policy and Procedure Checklist

The Board considers that its compliance with applicable legislation and regulations demonstrates effectiveness. The Board's policy and procedure checklist was developed by the RMA Committee using performance criteria from the following governing laws, regulations, and policies:

- *The Police Services Act ("PSA")*
- *The Manitoba Police Boards: Policy and Procedure* from the Manitoba Police Commission (the "MPC Manual")
- *The Winnipeg Police Board Rules of Practice and Procedure*
- The City of Winnipeg By-laws

The Board provided the policy and procedure checklist to the City Auditor, and determined the sources that would be used to evaluate each requirement. This included:

- Specific documents and support compiled by Board staff
- Board staff assertions of whether requirements were met and/or areas for improvement
- Evaluation questionnaire results

The City Auditor also completed a limited amount of independent research for compliance material that was not readily available within the Board's information. This was performed through the WPS's and Board's websites, as well as through meeting minutes found on the City of Winnipeg website. The City Auditor reviewed all of the information and reported its observations; no opinion is being provided in this report on whether the Board is in compliance with applicable legislation and regulations or not. The policy and procedure checklist and the City Auditor's observations are included in **Appendix 3**.

Conclusion:

Overall, the Board has provided support that it is following the guidance of the vast majority of the items included in the RMA Committee's policy and procedure checklist.

Board staff have openly communicated that there are a few checklist items that the Board is not following. The Board will want to determine the risks associated with these items, and how those risks may impact the Board's effectiveness. These items have been summarized below:

- Not all complaints about the WPS or individual officers other than the Police Chief are forwarded to the Chief or designated for appropriate action. Instead, the Board explains to complainants the options they have available for making a complaint and encourages complainants to contact the appropriate agency directly. The Board believes this is the best way to act in accordance with the complainants' wishes for their concerns, and is currently holding discussions with the Manitoba Police Commission on this policy.
- Whether directors' liability insurance is necessary has been outstanding since 2013.
- The Board has not reviewed the results of its 2015 informal assessment.
- No formal set of individual and/or collective competencies are currently in place.
- A process for the Board Chair to review its members' self-evaluations has not been implemented. This is because the Board has not yet determined whether it is appropriate and/or a priority for Board members to have individual performance evaluations on an annual basis.
- Agendas are prepared for every meeting; however, the materials that are presented during each meeting are not always available three days prior to the meetings.
- The Board's audited financial statements are not ready by March 31st, and the Board obtains an extension from the MPC each year.

Average Scoring System:

3.5 to 4	Significantly Satisfied
2.5 to 3.49	Satisfied
1.5 to 2.49	Unsatisfied
1 to 1.49	Significantly Unsatisfied

Appendix 1 – Terms of Reference

BOARD EFFECTIVENESS EVALUATION – TERMS OF REFERENCE

The Winnipeg Police Board will undergo the first formal evaluation of its effectiveness in 2016.

1. LEGISLATIVE FRAMEWORK

Subsection 35(1) of *The Police Services Act* requires the Board to operate in accordance with the policy and procedures manual developed for police boards by the Manitoba Police Commission (MPC).

Chapter 3.9 of the MPC Manual sets out policies and procedures related to evaluating the effectiveness of police boards in carrying out their legislated mandates. The form and methodology of the evaluation is based on the professional judgment of the Board.

Subsections 50(1) to 54(5) of the Winnipeg Police Board Rules of Practice and Procedure set out practices and procedures for the carrying out of the Board's responsibilities related to effectiveness evaluations.

2. PURPOSE OF THE EFFECTIVENESS EVALUATION

2.1 The purpose of the effectiveness evaluation is to:

(a) ensure the Board maintains compliance with the MPC Manual, which holds that evaluating police board effectiveness forms part of good governance practice; and

(b) to identify areas and aspects of the Board's operations that can be improved and thus inform the goals of subsequent annual business plans.

3. EVALUATION PROCESS

3.1 All Board members will participate in the effectiveness evaluation.

3.2 Board staff will support and participate in the effectiveness evaluation as directed by the Board.

3.2 The Risk Management and Audit Committee will prepare terms of reference for the evaluation project, design the evaluation process, and initiate the evaluation project within 60 days of receiving the request of the Board Chair.

3.3 The Risk Management and Audit Committee can request the City's Chief Performance Officer to advise respecting the terms of the reference for the evaluation project and the design of the evaluation process.

3.4 The Risk Management and Audit Committee can request the City's Chief Performance Officer to independently conduct and complete the evaluation project within 60 days its initiation (unless otherwise determined by the Board).

3.5 The Risk Management and Audit Committee will ensure that the evaluation project is carried out in accordance with Chapter 3.9 of the commission manual.

3.6 The Risk Management and Audit Committee will provide the Chief Performance Officer with a list of questions to be used to engage with Board members and stakeholders to elicit their input.

3.7 The Chief Performance Officer can provide feedback to the Risk Management and Audit Committee on the question structure or evaluation methodology as deemed necessary.

3.8 The Chief Performance Officer will administer the evaluation questionnaire and analyze the results.[1]

3.9 The Chief Performance Officer will review information compiled by Board staff to assess the Board's fulfillment of its responsibilities as they are listed in the *Police Services Act* and the Winnipeg Police Board By-law.

3.10 Board staff will compile documents and evidence to demonstrate the Board's compliance with requirements of the *Police Services Act* and the Winnipeg Police Board By-law and make them available for the Chief Performance Officer's review.

3.10 The Chief Performance Officer will report back to the Risk Management and Audit Committee with the findings.

3.11 To benefit from external perspectives on the Board's performance, the Chief Performance Officer will provide the evaluation questionnaire to key stakeholders identified by the Risk Management and Audit Committee to obtain feedback on those aspects of the Board's performance with which the stakeholders have direct experience.

3.12 Key stakeholders who may be invited to provide feedback will:

(a) have direct experience working with the Board, either through ongoing contact or through involvement on a project that lasted at least one month;

(b) have a thorough understanding of the Board's mandate;

(c) have the capacity to comment on the Board's effectiveness in those areas of Board operations with which the stakeholders have direct knowledge and experience; and

(d) are willing to participate in the evaluation process with the goal of ensuring there is a robust and effective framework for civilian governance of police in Winnipeg.

3.13 The Chief Performance Officer will respect confidentiality and will not identify which participants offered which comments in the evaluation process.

3.14 Participation is optional for stakeholders invited to complete a questionnaire and, after providing a reasonable opportunity to participate, the Chief Performance Officer is not obligated to delay the evaluation process pending the completion and receipt of outstanding questionnaires.

3.15 If, in the course of the evaluation, the Chief Performance Officer should have any concerns regarding the Board's effectiveness or the conduct of Board members or staff, the Chief Performance Officer will direct those concerns to the Executive Director.

[1] No assurance or audit opinion will be provided by the Chief Performance Officer on this engagement as it does not include audit or review procedures and is not completed in accordance with generally accepted government auditing standards.

3.16 The Executive Director assumes responsibility for referring concerns and issues raised by the Chief Performance Officer to the Board, the Board Chair, or the appropriate oversight body.

3.17 If the Chief Performance Officer should have any concerns regarding the conduct of the Executive Director, the Chief Performance Officer will direct those concerns to the Board Chair.

4. EVALUATION SCOPE

4.1 The Chief Performance Officer will use both qualitative and quantitative data to prepare a final report.

4.2 The Chief Performance Officer will provide an analysis and observations on the evaluation questionnaire results, which will be provided to the Risk Management and Audit Committee.

4.3 The Chief Performance Officer will provide observations on the Board staff's submission on the Board's compliance with requirements of the *Police Services Act* and Winnipeg Police Board By-law, which will be provided to the Risk Management and Audit Committee.

4.2 The evaluation will include but not be limited to the following topics:

(a) Understanding of the police service's mission;

(b) Governance structure;

(c) Stewardship;

(d) Understanding of roles and responsibilities;

(e) Training;

(f) Effective working relationships;

(g) Leadership;

(h) Meetings;

(i) Relationship between the Board and Police Chief;

(j) Relationship between the Board and other stakeholders;

(k) Decision-making tools;

(l) Internal policy and procedure; and

(m) Other areas needing improvement.

4.3 The Chief Performance Officer's report will address areas identified by the evaluation questionnaire and the report from Board staff on the Board's fulfillment of its legislated responsibilities. Any additional topics will not be pursued at this time unless specifically requested by the Board.

5. REPORTING PROTOCOLS

5.1 The Risk Management and Audit Committee will have a project plan, evaluation questionnaires and a policy and procedure checklist completed before recommending the terms of reference for approval.

5.2 Upon adoption of the terms of reference, the Board Chair will ask the Chief Performance Officer to initiate the evaluation and circulate the evaluation questionnaires to the Board and selected stakeholders.

5.3 The Chief Performance Officer will allow Board members and selected stakeholders a minimum of two weeks to complete the evaluation questionnaires.

5.4 Board staff will provide a policy and procedure checklist to the Chief Performance Officer within two weeks of the terms of reference being approved.

5.5 The Chief Performance Officer will deliver a final report to the Risk Management and Audit Committee by January 31, 2017.

5.6 The Risk Management and Audit Committee will review the Chief Performance Officer's final report within one month of receipt.

5.7 The Risk Management and Audit Committee will inform the Board of the results of the evaluation within one month of reviewing the final report.

5.8 Any external costs associated with this engagement will first be discussed with the Board, however; costs are the responsibility of the Board and not of the Chief Performance Officer.

5.9 The Chief Performance Officer will provide a final report that includes the following deliverables:

(a) Introduction/background;

(b) Role of the Board, the Risk Management and Audit Committee, and Chief Performance Officer;

(c) Methodology;

(d) Observation and analysis of the evaluation questionnaire results;

(e) Observation and analysis of the Board's report demonstrating fulfillment of its legislated responsibilities; and

(f) Conclusions.

5.10 The Risk Management and Audit Committee may offer its own commentary on the evaluation results in its submission to the Board, including any recommendations from the Committee regarding how the report is received or implemented.

5.11 The Board will report publicly on its plans and progress making improvements based on the findings of the Chief Performance Officer, beginning within three months of receiving the results of the evaluation.

Winnipeg Police Board Effectiveness Evaluation QUESTIONNAIRE

Thank you for taking the time to complete this questionnaire.

Your answers will be collated with feedback from other Board members to provide insights on what the Board perceives are its strengths and weaknesses. Your answers will be kept confidential. Your fellow Board members will be informed of the general nature of all comments that are offered, combined with the feedback of other stakeholders. Board members will not be informed who provided the feedback. Your answers will guide the Board's growth, priorities, processes and training over the next three years.

Instructions:
Please rate each of the following statements to indicate the extent to which you agree or disagree with them. The rating system works as follows, with a higher rating indicating agreement and a lower rating indicating disagreement:

4 = Strongly Agree
3 = Agree
2 = Disagree
1 = Strongly Disagree
N/A = Not applicable or assessable at this time

If you have any comments you are willing to share, they would be appreciated, especially in areas where you feel the Board needs to improve.

BOARD COMPETENCIES							
Competency/ Performance Area		**4**	**3**	**2**	**1**	**NA**	**Average Score**
Understanding WPS mission	The Board understands the WPS mission.						3.56
Governance	The Board has implemented an adequate governance structure.						3.33
Stewardship	The Board provides effective stewardship of the WPS.						3.33
	The Board demonstrates accountability to Council through meaningful annual and periodic reporting.						3.00
Understanding of roles	The Board understands its roles and responsibilities.						3.33
	The Board understands the roles and responsibilities of its staff.						3.50
	The Board understands the roles and responsibilities of the Chief of Police.						3.50
	The Board understands the roles and responsibilities of the WPS.						3.30
Effective working	The Board has an effective working relationship with the (Acting) Chief of Police.						3.50

Average Scoring System:

3.5 to 4	Significantly Satisfied
2.5 to 3.49	Satisfied
1.5 to 2.49	Unsatisfied
1 to 1.49	Significantly Unsatisfied

BOARD COMPETENCIES							
Competency/ Performance Area		**4**	**3**	**2**	**1**	**NA**	**Average Score**
relationships	The Board has an effective working relationship with the WPS Executive and the Organizational Support Division.						3.25
	The Board has effective working relationships with City Council and its Standing Policy Committees.						3.00
	The Board has effective working relationships with the City of Winnipeg public service.						2.89
Leadership	The Board provides effective leadership for the Chief of Police.						3.25
	The Board provides effective leadership for the WPS.						3.14
	The Board Chair leads the Board effectively.						3.67
	Committee Chairs lead their Committees effectively.						3.29
	Board members act in the best interests of the WPS and the community, free of partisan political influence.						2.71
Decision-making	The Board has a clear mission and direction.						3.38
	Board members are committed to the Board's mission and direction.						3.25
	Board members assist the Board in making effective and informed decisions.						3.38
	The Board makes decisions in a timely manner.						3.22
	The Board is comfortable making time-sensitive decisions, including in situations where there may be operational risks and/or limited information.						3.17

Do you have any comments about the Board's fulfillment of its core competencies and performance areas?

_____

_____

BOARD TRAINING AND CAPACITY						
	4	**3**	**2**	**1**	**NA**	**Average Score**
As a whole, the Board has the skills, knowledge, and background needed to fulfill its responsibilities.						3.22
The Board provides orientation and training on its own policies and procedures.						2.50
The Board arranges additional relevant training for its members on an as-needed basis.						3.00
Board members undertake any additional training provided by the Board.						3.00

Average Scoring System:

3.5 to 4	Significantly Satisfied
2.5 to 3.49	Satisfied
1.5 to 2.49	Unsatisfied
1 to 1.49	Significantly Unsatisfied

BOARD TRAINING AND CAPACITY						
	4	**3**	**2**	**1**	**NA**	**Average Score**
Before seeking appointment, I had sufficient information about the "working conditions" for Board members.						2.07
Board workloads are reasonable.						2.25
The Board manages its time efficiently.						2.81
Board members devote enough time to their roles in meetings, committees and informally.						2.94

Do you have any comments about Board training and capacity?

_____

_____

BOARD CONDUCT AND COOPERATION						
	4	**3**	**2**	**1**	**NA**	**Average Score**
Board members are familiar with the *Code of Ethical Conduct for Police Board Members.*						3.36
Board members abide by the *Code of Ethical Conduct for Police Board Members.*						3.21
Board members are familiar with the content of the *Conflict of Interest Policy.*						3.25
Board members abide by the *Conflict of Interest Policy for Police Board Members.*						3.25
Board members keep confidential any information disclosed or discussed regarding the WPS, its staff, operations or administration that has not been disclosed or discussed at a regular Board meeting.						3.31
Board members respect confidential information that the Board Chair determines may not be disclosed in accordance with subsection 9(4) of the Rules.						2.94
Board members understand the sections of the *Freedom of Information and Protection of Privacy Act* that pertain to the Board and its activities.						3.33
The Chair maintains communication with all Board members.						3.43
Committees only make recommendations to the Board for its consideration and do not make decisions on behalf of the Board.						3.25
Board members share information received from the Service with their fellow Board members in accordance with section 60 of the Rules.						3.29
There is a climate of mutual respect and trust among Board members.						3.29
Communications among Board members, the Chair and the WPS Executive are open and respectful; contrary views are encouraged and expected.						3.25
The Board cultivates a sense of group responsibility.						3.44
Committees are an effective mechanism for the Board to meet its governance and oversight responsibilities.						3.50

Average Scoring System:

3.5 to 4	Significantly Satisfied
2.5 to 3.49	Satisfied
1.5 to 2.49	Unsatisfied
1 to 1.49	Significantly Unsatisfied

BOARD CONDUCT AND COOPERATION						
	4	**3**	**2**	**1**	**NA**	**Average Score**
There is effective delegation to and reporting back between the Board and its committees.						3.13

Do you have any comments about Board conduct and cooperation?

_____

_____

BOARD-CHIEF RELATIONSHIP						
	4	**3**	**2**	**1**	**NA**	**Average Score**
The Board provides clear and consistent direction to the Police Chief.						3.38
The Board monitors the Police Chief's performance.						3.50
The Board holds the Police Chief to account for the Service's performance in managing risk.						3.33
The Board holds the Police Chief responsible for financial planning, control, administration and management of the Service's operating and capital budgets.						3.40
The Police Chief notifies the Board of unanticipated expenditures causing an operating budget deficit, as the case arises.						3.50
The Police Chief takes all reasonable steps to fully inform the Board about all major and critical events as soon as practicable.						3.50
The Police Chief keeps the Board fully informed of important operational matters and risks that have service and policy implications, or that have high public interest, or that may jeopardize the reputation of the WPS.						3.44
The Board is provided with complete and open disclosure from the Police Chief on all financial and budget matters.						3.25
Board members have timely access to Service information.						2.90
The Board ensures the Police Chief establishes programs and strategies to implement the priorities and objectives established by the Board for the WPS.						3.38
The Board maintains an independent voice from senior WPS management.						3.63
If conflict arises between the Board and the Police Chief, it is effectively managed.						3.38

Do you have any comments about the Board's relationship with the Police Chief?

_____

_____

STRATEGIC PLANNING						
	4	**3**	**2**	**1**	**NA**	**Average Score**
The Board consults with the Police Chief when establishing priorities and objectives for the WPS.						3.50

Average Scoring System:

3.5 to 4	Significantly Satisfied
2.5 to 3.49	Satisfied
1.5 to 2.49	Unsatisfied
1 to 1.49	Significantly Unsatisfied

STRATEGIC PLANNING						
	4	**3**	**2**	**1**	**NA**	**Average Score**
The Board sets the strategic direction for the WPS.						3.56
The Board is involved in strategic and business planning for the WPS at an appropriate level.						3.56
The Board ensures that community perspectives and issues are addressed in the planning process.						3.38
The Board monitors implementation of the strategic plan and, when necessary, directs corrective action to the Police Chief.						3.43

Do you have any comments about strategic planning?

_____

_____

POLICY DEVELOPMENT						
	4	**3**	**2**	**1**	**NA**	**Average Score**
The Board establishes meaningful and effective policies for the management of the WPS.						3.23
The Board creates, revises and issues policies in areas where it should.						3.18
The Board reviews policies for which significant risks have been identified.						3.11

Do you have any comments about the Board's policy development?

_____

_____

RISK MANAGEMENT						
	4	**3**	**2**	**1**	**NA**	**Average Score**
The Board is fulfilling its oversight responsibility with respect to risk management for the WPS.						3.13
The Board conducts an ongoing review of outstanding high-priority risk areas.						3.13
The Board, in conjunction with the Police Chief, undertakes an annual systematic risk management audit.						2.83
The Board establishes a contingency plan with Council to address the impact of unforeseen critical issues or expenditures.						2.50
The Board collaborates with the Police Chief to understand, quantify, prioritize, mitigate and monitor high impact risks.						2.86

Do you have any comments about the Board's risk management?

_____

_____

Average Scoring System:

3.5 to 4	Significantly Satisfied
2.5 to 3.49	Satisfied
1.5 to 2.49	Unsatisfied
1 to 1.49	Significantly Unsatisfied

FINANCIAL MANAGEMENT						
	4	**3**	**2**	**1**	**NA**	**Average Score**
The Board allocates funds in such a way that adequate and effective police services are being provided and to ensure strategic goals and objectives will be met.						3.25
The Board ensures the Service's regular financial reports include a written analysis that also incorporate a risk assessment and disclosure of any activity that is likely to significantly alter the organization's deficit/surplus position.						3.15
The information in WPS financial reports is helpful and easy to understand.						2.75
The Board provides good financial stewardship of the WPS: budget oversight, monitoring and evaluation.						2.88
The Board is fully engaged in the budget process – it is not a rubber stamp.						3.78

Do you have any comments about the Board's financial management?

_____

_____

COMMUNICATIONS AND COMMUNITY ENGAGEMENT						
	4	**3**	**2**	**1**	**NA**	**Average Score**
The Board acts as a liaison between the community and the WPS.						3.38
The Board ensures that community needs and values are reflected in the policing priorities, objectives, programs and strategies.						3.31
The Chair is an effective spokesperson for the Board.						3.50
Board members and staff do not purport to speak on behalf of the Board unless authorized by the Board to do so.						3.57
Receiving delegations at Board meetings provides the Board with valuable community input.						3.29
The Board has an effective system for informing the community about its role.						2.63
The Board hosts effective community consultations.						2.27
The Board makes it convenient for citizens and community organizations to engage with the Board.						3.00
The Board is recognized and understood by the general public.						2.72
The Board effectively uses its meetings, reports and communications products to explain its work to the media.						3.19

Do you have any comments about the Board's communications and community engagement?

_____

_____

Average Scoring System:

3.5 to 4	Significantly Satisfied
2.5 to 3.49	Satisfied
1.5 to 2.49	Unsatisfied
1 to 1.49	Significantly Unsatisfied

RESTRICTIONS ON BOARD MANDATE						
	4	**3**	**2**	**1**	**NA**	**Average Score**
The Board refrains from giving orders and directions to any member of the WPS other than the Police Chief.						3.67
No individual member of the Board gives orders or directions to any police officer.						3.67
The Board refrains from giving orders or directions on specific operational decisions, individual investigations, or the day-to-day operation of the WPS.						3.67
The Board refrains from playing a role in the discipline or personal conduct or any police officer other than the Police Chief.						3.78
The Board respects the restriction on its entitlement to sensitive information about individual investigations or intelligence files.						3.56

Do you have any comments on the restrictions on the Board's mandate?

BOARD MEETINGS						
	4	**3**	**2**	**1**	**NA**	**Average Score**
If the Board calls a special meeting, it does not consider or decide any matter not set forth in the meeting notice without the consent of all Board members present.						3.43
The Chair presides over Board meetings in accordance with the Board's Rules of Practice and Procedure.						3.38
Board members conduct themselves in meetings in accordance with the Board's Rules of Practice and Procedure.						3.43
Meeting discussion is restricted to issues that clearly belong to the Board.						2.89
The Board's public meetings are sufficient to provide for transparency and public participation.						2.67
The meeting materials provided to Board members are useful.						2.94
There is adequate monitoring or follow-up of action items.						3.11
The Board devotes sufficient meeting time to strategic and planning issues.						2.56
The Board Chair refers to Robert's Rules of Order for procedures that are not set out by the Board's Rules.						2.75

Do you have any comments on Board meetings?

Do you have any further comments on any aspect of the Board's activities or effectiveness?

Average Scoring System:

3.5 to 4	Significantly Satisfied
2.5 to 3.49	Satisfied
1.5 to 2.49	Unsatisfied
1 to 1.49	Significantly Unsatisfied

Appendix 3 – Policy and Procedure Checklist

The Board has provided information within the Duty/Requirements and Source columns. The City Auditor's observations are italicized in the City Auditor Comments section and the reference material is in plain text.

BOARD COMPETENCIES		
Duty/Requirement	**Source**	**City Auditor Comments**
1. Understanding of the Police Service's mission	MPC Manual	*Respondents were significantly satisfied with the Board's performance in this area (Board Competencies, first question).*
2. Governance structure	MPC Manual	*Respondents were satisfied with the Board's performance in this area (Board Competencies, second question).*
3. Stewardship	MPC Manual	*Respondents were satisfied with the Board's performance in this area (Board Competencies, third and fourth questions).*
4. Understanding of roles and responsibilities	MPC Manual	*Respondents were satisfied with the Board's performance in this area (Board Competencies, fifth to eighth questions inclusive).*
5. Effective working relationships	MPC Manual	*Respondents were satisfied with the Board's performance in this area (Board Competencies, ninth to twelfth questions inclusive).*
6. Leadership	MPC Manual	*Respondents were satisfied with the Board's performance in this area (Board Competencies, thirteenth to seventeenth questions inclusive).*
7. Decision-Making (Board members assist the Board in making effective and informed decisions during their term on the Board.)	MPC Manual 4.3	MPC Manual **4.3** Role of Board Member (pg. 29) states: Board members must assist the board to make effective and informed decisions during their term on the police board. *Respondents were satisfied with the Board's performance in this area (Board Competencies, eighteenth to twenty-second questions inclusive).*

ESTABLISH PRIORITIES AND OBJECTIVES FOR THE POLICE SERVICE		
Duty/Requirement	**Source**	**City Auditor Comments**
1. After consulting with the police chief, establish priorities and objectives for the police service.	*PSA*, 28(1)	The Legislative Framework for the Strategic Planning Steering Committee- terms of reference Paragraph **21(1)(a)**, states that: Paragraph 28(1)(a) of The Police Services Act requires the Winnipeg Police Board ("the Board") to establish priorities and objectives for the Winnipeg Police Service in consultation with the police chief. *The Board's website states that: the Board, Police Chief, and members from the WPS Executive sit on the Strategic Planning Steering Committee. This committee provides direction on the development of the multi-year strategic plan for the WPS and outlines*

		their priorities and objectives. *Additionally, respondents were significantly satisfied with the Board's performance in this area (Strategic Planning, first question).*
2. The Board prepares an annual strategic plan which shall be submitted to Council for information through the Standing Policy Committee on Protection, Community Services and Parks.	By-law 21	The City of Winnipeg By-Law No. 148/2012, section # **21** states: **Reporting** **21.** The Board shall prepare an annual strategic plan which shall be submitted to Council for information through the Standing Policy Committee on Protection, Community Services and Parks. *Per review of the Council meeting minutes, it was noted that the Board submitted an updated annual strategic plan to the Standing Policy Committee on Protection and Community Services on September 14, 2015. Council approved it on January 11, 2016.*
3. The Board prepares an annual strategic plan for the Service.	By-law 21	The City of Winnipeg By-Law No. 148/2012, section # **21** states: **Reporting** **21.** The Board shall prepare an annual strategic plan which shall be submitted to Council for information through the Standing Policy Committee on Protection, Community Services and Parks. *The Board adopted the 2015-2019 Winnipeg Police Service Strategic Plan in April 2015. The Board then updated the plan for 2016 and published the 2016 Strategic Plan Update in December 2015.*
4. The Board outlines all identified risks in a risk management plan and produces a corresponding risk strategy plan and incorporates these plans into the strategic plan for the Service.	MPC Manual, 3.6	MPC Manual Section 3.6 Risk Management policy **#3** states that: **3.** Each police board will outline the all identified risks in a risk management plan and produce the corresponding risk strategy plan. 2) These plans will be incorporated into the strategic plan of the police service. *The Board staff has expressed that the WPS risk management plan includes strategic risks and has been reviewed by the Board. The Board staff holds that this adequately meets the intent of the MPC provision, and the Board is reviewing with the MPC staff to confirm.* *This is further supported by the following statement noted in the 2016 Strategic Plan Update: "the plan's goals and targets were reviewed from a strategic risk perspective. The Board and the Service will work together to monitor strategic risks."*

		A copy of the strategic plan is located on the Board's website.
5. The Board's strategic plan is a multi-year document.	MPC Manual 5.1	MPC Manual Section 5.1 Strategic Planning Policy #**1**, states that: **1.** The Police board must establish a multi-year strategic plan for the police services, & outlines process, content and required involvement of specific individuals. *A copy of the 2015-2019 strategic plan is located on the Board's website.*
6. The Board works with the Police Chief to devise a strategic plan that establishes an organizational focus for the Service and delivery of policing services while reflecting public interest and incorporating the community's needs and values within its objectives, goals and tactics.	MPC Manual 5.1	MPC Manual Section 5.1 Strategic Planning Policy #**2**, states that: **2**. The police board must work with the police chief to devise a strategic plan that establishes an organizational focus for the police service and delivery of policing services while reflecting the public interest and incorporating the community's needs and values within its objectives, goals and tactics. *The strategic plan found on the Board's website was reviewed and the following information was noted:* *The Board and WPS devised a strategic plan that establishes organizational focus through specific goals designed to incorporate the community's needs and values. The plan also outlines the tactics that will be employed for the achievement of these goals.* *Additionally, respondents were satisfied with the Board's performance in this area (Strategic Planning, second to fourth questions inclusive).*
7. The Board's strategic plan contains performance indicators that measure success.	MPC Manual 5.1	MPC Manual Section 5.1 Strategic Planning Policy #**3,** states that: **3.** The police board must ensure that the strategic plan contains performance indicators that measure success. *Specific goals within the 2015-2019 Strategic Plan include summaries that outline the performance indicators and target measures for success.* *A copy of the strategic plan is located on the Board's website.*
8. The Board's strategic plan is available to the public.	MPC Manual 5.1	MPC Manual Section 5.1 Strategic Planning Policy #**4**, accompanied by Procedure **4.** State that: **4.** The police board must ensure that the strategic plan is available to the public.

		Procedure: **4.** The police board will ensure that the strategic plan is made available to the public through the municipality's website or other means. *The strategic plan is available on the Board's website under board publications ("2016 Strategic Plan Update"). Copies from previous years are also available.* *The Board staff has expressed that copies of the strategic plan are also available at consultation meetings.*
9. The Board monitors implementation of the strategic plan and, when necessary, directs corrective action to the Police Chief.	MPC Manual 5.1	MPC Manual Section 5.1, Procedure #3. State that: **3**. A successful execution of a strategic plan requires ongoing monitoring by the police service with police board oversight. The police board shall monitor the implementation of the strategic plan, and when necessary, shall direct corrective action to the police chief. *The Board staff has communicated that the Chief establishes an annual business plan to demonstrate how the Service is implementing its strategic plan for the Service. The Board meets quarterly with the Police Chief to receive reports on progress in implementing the business plan and corrective action has not been necessary. Committee of the Whole private meeting minutes and reports accepted at public Board meetings demonstrate compliance.* *Additionally, respondents were satisfied with the Board's performance in this area (Strategic Planning, fifth question).*
10. The Board has its own practices and procedures for creating a strategic plan.	MPC Manual 5.1	MPC Manual 5.1 Strategic Planning section states: **5.1 Strategic Planning** **Legislative Framework** Pursuant to section 28(1) of the PSA, the police board, after consulting with the police chief, must establish priorities and objectives for the police service, establish policies for the effective management of the police service, direct the police chief and monitor his or her performance and perform any other prescribed duties. Pursuant to section 28(2)(b) of the PSA, the police board must ensure that community needs and values are reflected in the policing priorities, objectives, programs and strategies. *The Board's Rules of Practice and Procedure include*

		the Board's own strategic planning process. *Additionally, the Board and Police Chief are members of the Strategic Planning Steering Committee who provide direction on the development of the multi-year strategic plan.*
11. The Board's strategic planning process complies with Part 4 of the Rules.	Rules Part 4	WPB Rules of Practice and Procedure, **Part 4** outline the requirement for a Strategic plan, characteristics, required content and process, as follows: **32.** Board must establish a multi-year plan for the police service in consultation with the police chief, in accordance with the practices set out in this Part and in compliance with sections 27 and 28 of the Act, section 21 of the board by-law, and chapter 5.1 of the commission manual. *The strategic plan covers the period of 2015 to 2019.* **33(1) -** Plan must be for a 5 year period to be updated annually. *The plan covers the period of 2015 to 2019; an updated version is included on the Board's website annually.* **33(2)** The board must conduct a major review and revision of its strategic plan for the police service once every five years, and may carry out such review and revision at an earlier date if the board's annual systematic risk management audit indicates a major change in the City's policing context has occurred or is anticipated in the coming year. *The Board was established in 2013 and the first five year strategic plan was adopted on April 10, 2015. The Board updated the plan for 2016 and published the 2016 Strategic Plan Update on December 4, 2015.* **34(1)** Board must establish a strategic planning steering committee comprised of the chair, the chair of governance committee, the chair of the finance committee and one additional board member appointed by the board, to oversee and direct the board's strategic planning process. *The Board currently has five committees; one being the Strategic Planning Steering Committee, which consists of the Board and members of the WPS Executive.* **34(2)** The board chair must invite the police chief to each meeting of the strategic planning steering

		committee and request that he designate up to 3 senior staff members to attend with the chief, including the liaison officer, to provide advice and input on the planning process and the content of the strategic plan. *The Board's website includes the following information: All board members, along with members of the WPS Executive, sit on the Strategic Planning Steering Committee.* *The Board staff has expressed that the Chief designated more than three senior staff members to participate on the Strategic Planning Steering Committee. The Board revised the Rules on December 6, 2016 to reflect this.* **34(3)** The board may establish a working group to support the strategic planning steering committee, comprised of the executive director, the liaison officer, a member of the staff of the City designated by the chief administrative officer, and any other persons retained or employed by the board for the purpose. *The Board staff has communicated that the Board does have a working group; however, a City employee designated by the CAO was not part of the group. The Board amended its rules on December 6, 2016 to be more consistent with its established practice. The working group consists of representatives from the Board and WPS. The Organizational Development and Support Division is also contacted for advice.* **35(1)** The board must, at a minimum, carry out the following steps in the development of its strategic plan for the police service and in the completion of major reviews or revisions of the strategic plan, in the year preceding the planning period: (a) review the most recent public surveys conducted by the police service, and if found necessary, conduct a further public survey; (b) review other information received by the board or the police service from the public over the course of the previous year that will assist in determining community needs and values in respect of policing priorities, objectives, programs and strategies; *(a) & (b) The strategic plan states that public consultations have taken place when updating the plan. This is further supported by public consultation meetings held annually since 2014. The meeting*

		minutes are available on the Board's website. *The Board's website also includes the following consultation process:* • *Publish a report on local public safety issues and the context for policing in Winnipeg.* • *Hold a minimum of two consultation meetings open to all members of the community.* • *Accept written submissions from community members and organizations.* • *Report back to the public on the input the Board received.* • *Use the input to update the strategic plan that the Board develops for the WPS so that it reflects citizens' current priorities.* • *Publish the updated strategic plan.* (c) conduct an environmental scan as provided in section 36, by early April; (d) conduct a strategic planning session jointly with the police chief and senior police service members designated by the chief to review the environmental scan, and to evaluate opportunities and challenges facing the police service, by mid-April; (e) publish the environmental scan to facilitate informed participation and engagement by the public in the strategic planning process, by the end of April; *(c), (d) & (e) The Board published environmental scans in 2014, 2015 and 2016. The scans are available on the Board's website.* (f) conduct additional meetings of the steering committee at key milestones in the process; *The Board staff has expressed that the Board conducts additional meetings to discuss key milestones in the process.* (g) conduct public consultation meetings as provided in section 37, to be completed by the end of June; *The public consultation meetings included on the Board's website are as follows:* *2014: 4 meetings in August and 2 meetings in September.* *2015: 2 meetings in May and 4 meetings in June,* *2016: 2 meetings in May and 1 meeting in June.* (h) conduct a special meeting with senior level representatives of governments, organizations,

		businesses, and communities engaged or having a substantial interest in crime prevention activities, to obtain input on crime prevention priorities, objectives, strategies and partnerships for the police service, by the end of June; *The Board staff has expressed that the Board conducts special meetings as required.* (i) prepare and publish a report on the public consultations, by the end of August; *The Board's website includes the following public consultation meetings:* *2014: 4 meetings in August and 2 meetings in September.* *2015: 2 meetings in May and 4 meetings in June.* *2016: 2 meetings in May and 1 meeting in June.* *A report for each meeting has been included on the website. It outlines the items that were discussed and the public's input.* (j) prepare a draft strategic plan document with the content outlined in section 38, by the end of September; *The first five year strategic plan was adopted on April 10, 2015 and the 2016 Strategic Plan Update was published on December 4, 2015***.** (k) provide an ongoing opportunity for input in writing to the board, to be closed by the end of October; *The Board's website states the following:* *"There are still opportunities to give feedback. The Board welcomes community input at any time. You can email the Board, or visit the Engagement with the Board webpage for more information on other ways to engage with the Board. Any comments and suggestions received by October 1, 2016, will be considered as part of this year's strategic plan update."* (l) consult with the chief administrative officer and senior staff of the City designated by the chief administrative officer on the potential budget implications of the proposed strategic plan, to be carried out during the months of September and October; *The Board staff has expressed that the 2015*

		Strategic Plan was published in May 2015, while consulting with the Board Chair. However, the consultation did not occur during the months of September and October because of the civic election. For the 2016 Strategic Plan Update, the plan was presented to the CAO and Council's budget Working Group to discuss its implications for the QPS operating and capital budgets. (m) Finalize and publish the strategic plan by the end of December. *Upon review of the Board's meeting minutes, it was noted that the five year strategic plan was adopted in April 2015 and the 2016 Strategic Plan Update was published in December 2015.* **36-** Requires the board to complete and annually update an environmental scan document. *The Board published environmental scans in 2014, 2015 and 2016. The scans are available on the Board's website.* **37-** The following are the minimum requirements for the public meetings referred to in clause 35(1)(g): (a) a separate meeting must be conducted in each police district; *Per review of the public consultations on the Board's website, it was noted that meetings have taken place in different districts since 2014.* (b) a separate meeting must be conducted that addresses the special needs, values and expectations of communities that are disproportionately affected by crime and policing, in a location that is convenient for such communities; *The Board staff has expressed that separate meetings have been conducted for groups that the Board believed was disproportionally affected by crime.* (c) meetings must be scheduled and structured to provide a reasonable opportunity for meaningful engagement by the public in the development of the strategic plan, in order that the board may ensure that community needs and values are reflected in policing priorities, objectives, programs and strategies. *Per review of the Board's meeting minutes, it was noted that meetings are held on different dates and at different locations to provide reasonable opportunity for meaningful engagement by the public.*

		The meetings include: • *Open question and answer period* • *Table discussions & written feedback* **38-** Requires the following be included in the strategic plan: (a) Mission (b) Values (c) Vision (d) Goals (e) Strategies (f) Objectives (g) Performance indicators *The strategic plan was reviewed and all of the items above were noted in the plan.* **39-** The board must at a minimum carry out the following steps each year to update its strategic plan: (a) review and update the environmental scan document, by the end of February; *The Board has published environmental scans on its website for 2014, 2015 and 2016.* (b) determine if a major review and revision of the strategic plan is required, after consulting with the police chief, by the end of March; *The Board staff has expressed that annual revisions and updates to the strategic plan have occurred after consulting with the Police Chief.* (c) if a major review is not required, conduct a minimum of two public meetings, by the end of May, to provide a meaningful opportunity for the public: (i) to receive information on progress toward implementation of the strategic plan, and (ii) to provide input on changes to policing priorities, objectives, programs and strategies that reflect evolving community needs and values; *The Board staff has communicated that public meetings have been held since 2014.* (d) provide an ongoing opportunity for written input from the public, to close by the end of September; *The Board staff has expressed that there are ongoing opportunities for written input from the public on the*

		Board's website and twitter account. *Per review of the 2015 Community Consultation Written Communications Report, it was noted that there were a number of questions related to the strategic plan with community responses/ feedback.* (e) finalize and publish a strategic plan update report by the end of December. *The updated 2016 strategic plan was approved on December 4, 2015.* **40-** The board must complete a major revision of the environmental scan as part of the process for a major review and revision of its five-year strategic plan for the police service. *Environmental scans were published in 2014, 2015 and 2016. This information was observed on the Board's website.*
12. The Board's strategic plan for the Service meets the content requirements outlined in section 38 of the Rules.	Rules 38	Rule **38** of WPB Rules of Practice and Procedure, requires the board strategic plan at minimum contain the following: **Section 38** requires the following be included in the strategic plan: (a) Mission (b) Values (c) Vision (d) Goals (e) Strategies (f) Objectives (g) Performance indicators *The strategic plan was reviewed and all of the items above were noted in the plan.*
13. The Board completes an annual environmental scan.	Rules 36	Rule **36** of WPB Rules of Practice and Procedure, requires the board to complete and annually update an environmental scan document. *The Board published environmental scans in 2014, 2015 and 2016. The scans are available on the Board's website.*

ESTABLISH POLICIES FOR THE EFFECTIVE MANAGEMENT OF THE POLICE SERVICE		
Duty/Requirement	**Source**	**City Auditor Comments**
1. Establish policies for the effective management of the police service	*PSA*, 28(1)	The Legislative Framework for the Strategic Planning Steering Committee- terms of reference Paragraph **21(1)(a)**, states that: Paragraph **28(1)(a)** of The Police Services Act

		requires the Winnipeg Police Board ("the Board") to establish priorities and objectives for the WPS in consultation with the police chief. One of the purposes of the WPB per MPC 2.4 is the responsibility of a police board to provide administrative and strategic direction and the organization needed to provide an adequate and effective police service in a municipality. It will establish effective policies for the effective management of the police service. *The Board staff has communicated that the Board has adopted the following two policies to date, as they fit the Police Service Act's definition of policies for effective management of the WPS:* *1) Bias-Free Policing, and* *2) Law Enforcement Accreditation* *Additionally, respondents were satisfied with the Board's performance in this area (Policy Development, first and second questions).*

DIRECT THE POLICE CHIEF AND MONITOR HIS/HER PERFORMANCE		
Duty/Requirement	**Source**	**City Auditor Comments**
1. Direct the police chief and monitor his or her performance	*PSA*, 28(1)	The Legislative Framework for the Strategic Planning Steering Committee- terms of reference Paragraph **28(1)(a)**, states that: Paragraph 28(1)(a) of The Police Services Act requires the WPB to establish priorities and objectives for the Winnipeg Police Service in consultation with the police chief. *The Board, Police Chief, and members of the WPS Executive sit on the Strategic Planning Steering Committee. This committee provides direction on the development of the multi-year strategic plan for the WPS and outlines its priorities and objectives.* *Furthermore, respondents were significantly satisfied with the Board's performance in this area (Board-Chief Relationship, second question).*
2. The Board, through regular reporting, questioning, and monitoring, holds the Police Chief to account for the Service's performance in managing risk.	MPC Manual 3.6, Rules 43	MPC Manual section **3.6 Risk Management, Policy #2,** states: **2.** The police board must ask the police chief any question it considers necessary to ensure that an adequate and effective police service is being provided.

		Respondents were satisfied with the Board's performance in this area (Board Competencies, thirteenth question & Board-Chief Relationship, first question). Additionally, **Rule 43** from the WPB rules of practice and procedure states: **43.** Subject to section 44, the board must, through regular reporting, questioning, and monitoring, hold the chief to account for the performance of the police service in managing risk. *Respondents were satisfied with the Board's performance in this area (Board-Chief Relationship, second and third questions).*
3. The Board's job posting for the Police Chief position includes qualifications for police chief outlined in the *Police Qualifications Regulation.*	MPC Manual 6.1	MPC Manual Section **6.1** from the MPC Manual covers details relating to the Job Description of the Police Chief & highlights the items that must be included as part of the job description. *Upon review of the Board's job posting for the Police Chief position and the Police Qualifications Regulation, it was noted that the Board's posting included qualifications from the regulation.*
4. The Police Chief job description highlights the required competencies identified using a tool and template provided by the MPC.	MPC Manual 6.1	MPC Manual Section **6.1** from the MPC Manual covers details relating to the Job Description of the Police Chief & highlights the items that must be included as part of the job description, as follows: *The position profile for the WPS Chief is available electronically on the Board's website (under Board Publications).The document includes the Chief's job description, competency profile, and task list.* **MPC Manual Appendix 5: Job Description for the Police Chief** Chiefs are appointed by and are accountable to municipal police boards. Chiefs lead the development of a vision and identify the strategic direction and objectives for the police service. They oversee all operational, policing and administrative functions of a police service and represent the police service at municipal, provincial, federal and international levels. In some communities chiefs will perform operational duties in addition to administrative duties. *The position profile for the WPS Chief had a similar job description as noted above.* **MAIN RESPONSIBILITIES** • Oversee the development of a police service

		strategic plan with focus on prevention, intervention and enforcement. • Evaluate the success in implementing the strategic plan. • Hold accountability for police service operations. • Hold accountability for management of financial resources. • Hold accountability for human resource management. • Hold accountability for information technology management. • Hold accountability for the collection, collation, dissemination and security of police information and data. • Champion the use of policing strategies, programs, and tactics in the police service such as: intelligence-led, evidence-based, and mission-based policing and problem-oriented policing to mitigate crime and disorder issues. • Champion the use of varying communications strategies to achieve common goals, influence and gain stakeholder support. • Set the direction for and evaluate the implementation of change. • Hold accountability for community and media relations. • Instill ethical conduct in others. • Develop relationships with leaders, organizations, and oversight and governing bodies. • Value diversity in a respectful policing environment. • Promote the use of progressive information technology management in support of operational and administrative functions. *The position profile for the WPS Chief had similar responsibilities as listed above.* **COMPETENCIES*** Must be proficient in the following competencies at a level deemed appropriate by the local municipal police board: • change management • community relations and media management • decision making • ethical accountability • financial management • interactive communication • organizational awareness • fostering relationships • information technology management • public accountability

		• public safety • strategic management • human resource management • valuing diversity * Municipalities are required to use the Police Chief Selection Application developed by the Manitoba Police Commission to asses and determine the appropriate competency levels. *The position profile for the WPS Chief had similar competencies as listed above.* **ADDITIONAL DESIRED COMPETENCIES** • Political acumen is desired. • Business acumen is desired. *The desired competencies noted above were included in the education section for the WPS Chief.* **EDUCATION** • A bachelor's degree in police science, criminal justice, public administration, business administration or a related field is preferred; or, a combination of experience, education and training may substitute for formal education. • A master's degree in a related field such as public or business administration is preferred for municipalities with police operations requiring high levels of proficiency in the required competencies. *The position profile for the WPS Chief had similar educational requirements as listed above.* **EXPERIENCE** • Must have at least 10 years of progressively responsible law enforcement experience in patrol, investigations and emergency response programs. • Must have at least eight years of progressively responsible policing leadership and management experience. • Experience in dealing with the media and community relations is preferred. • Experience in working within governance structures is preferred. *The position profile for the WPS Chief had similar experience requirements as listed above.* **KNOWLEDGE** • Must have advanced knowledge of law enforcement, legislation and policy regarding public safety. • Must have advanced knowledge of local, regional,

		national and international policing issues, philosophies, practices and trends. • Must have advanced knowledge of current law enforcement management theory and administrative standards. • Advanced knowledge of governance structures is preferred. *The position profile for the WPS Chief had similar knowledge expectations as listed above.* **OTHER REQUIREMENTS** • Must have valid Canadian driver's license • Must have valid first aid certificate and CPR certificate • Must be a Canadian citizen • Must pass a security clearance investigation *The other requirements listed above were included in the position profile for the WPS Chief.* *Three additional areas were noted in the WPS Chief's position profile:* • *Organizational Context* • *Police Chief Competency Profile (which includes proficiency level & associated behaviors)* • *Police Chief Task List*
5. The Board seeks the community's input through a public consultation regarding the experience, skills and traits that the municipality sees as important for a police chief.	MPC Manual 6.1, Rules 80(3), 80(4)	The MPC Manual section **6.1,** Procedure #**3**, states that: **3.** The police board shall seek the community's input through public consultation regarding the experience, skills and traits that the municipality sees as important for a Police Chief. The WPB Rules of Practice and Procedure Rules 80(3) & 80(4) state: **Public consultation** **80(3)** The board must consult with citizens regarding the experience, skills and traits that are important for the City's police chief before finalizing or revising the police chief position description. **Consultation process** *Per review of the Board's meeting minutes, it was observed that the WPS provided its report on March 6, 2016. The report (item #8 – Winnipeg Police Chief Draft Profile and Draft Job Description) stated that: Citizens are encouraged to provide feedback before March 20, 2015 on the Winnipeg Police Board*

		website. *Furthermore, the Board staff communicated that the Board announced its consultation in March 2015 and invited written submissions and presentations in April 2015.* **80(4)** The process for consultation under subsection (3) must include, at a minimum, publication of a draft police chief position description, an opportunity to provide input to the board in writing, and an opportunity to appear at a regular public board meeting at which consideration of the police chief position description has been placed on the agenda. *Per review of the Board's meeting minutes, it was noted that the Police Chief job profile was published in March 2015 and the Board invited public feedback.*
6. The Board reviews the Police Chief's performance based on the agreed upon performance plan.	MPC Manual 6.2, Rules 86	MPC Manual section 6.2 Hiring a Police Chief, Procedure #**5,** states that: **5**. A job offer and terms of employment for a successful candidate for police chief shall clearly indicate that the police board directs the police chief and monitors performance. *Per review of the position profile for the WPS Chief, it was observed that the Board directs the Police Chief and monitors performance.* Outlines position profile for the Chief of the Winnipeg Police Service, they expressed they have incorporated work of the Police Sector Council and Manitoba Police Commission. The profile is composed of a job description, a list of competencies, and a task list. This profile will provide the Board and the Police Chief with a common understanding of the Board's expectations and will assist in monitoring the Police Chief's performance. *The Board staff has expressed that the first formal Police Chief performance review was planned for 2016; however, the former Police Chief's retirement delayed the review.*
7. The Board, in conjunction with the Police Chief, creates a performance plan for the Police Chief based on the responsibilities outlined in the Act, the competencies found in the job description and	MPC Manual 6.3, Rules 85(1), 85(2)	MPC Manual section 6.3 performance planning and review from the MPC Manual, Policy #**1:** **1.** The police board in conjunction with the police chief, will create a performance plan for the police chief based on the responsibilities for the police chief outlined in the PSA, the leadership

goals and objectives outlined in the strategic plan.		competencies found in the job description for police chief and based on the goals and objectives outlined in the Police Service`s strategic plan. **Rules 85(1) & 85(2)** included in Part 10, of the WPB rules and procedure, outline the following: **85(1)** After consulting with the police chief, the board must establish and implement a plan to monitor and evaluate the performance of the police chief and must review and update that plan annually, in accordance with this section. **85(2)** The plan established under subsection (1) must, at a minimum, include evaluation of the police chief's performance in respect of the following areas of responsibility: (a) the enforcement of law, the prevention of crime and the preservation of the public peace in the City; (b) the management, administration and operation of the police service; (c) the maintenance of discipline in the police service; (d) ensuring that the police service meets all requirements imposed by the Act and that its police officers carry out their duties in accordance with the Act; (e) implementing policies established by the police board respecting the police service in a timely manner and managing, administering and operating the police service in accordance with those policies; (f) managing, administering and operating the police service in accordance with the priorities and objectives established by the police board under the Act, including in particular, implementing the strategic plan established by the board under Part 4 of these Rules in a timely manner; (g) demonstration of the competencies set out in the police chief's job description as adopted by the Board under section 80. *The Board staff has communicated that the Board has initiated work on a performance plan for the Police Chief and intends to have it completed within the next couple of months. The Governance Committee will be developing the performance plan template and working with the new Police Chief to recommend performance objectives at the next Governance Committee meeting, on January 20, 2017.*
8. The Board ensures all complaints the Board receives about the Police Chief's conduct are made in writing,	MPC Manual 6.4, Rules	The MPC Manual section 6.4 Complaint against the police officer Policy **#1**, states: 1. All complaints to the police board about the police

signed and dated, or submitted according to the MPC's process for receiving complaints from individuals unable to submit them in writing.	Part 11	chief's conduct must be made in writing signed and dated. If the complainant is unable to put the complaint into writing, the person to whom the complaint is made shall: take down the complaint in writing; read the complaint back to the complainant; and, have the complainant sign and date the complaint. Any complaint must include a means for the police board to communicate with the complainant (ex: phone number, address, email address, etc). **Part 11** – complaints against the Police Chief: **Complaints to be in writing** **88(1)** Any person may make a complaint by (a) setting out in writing the particulars of the complaint and the means by which the board is to communicate with the complainant; (b) signing and dating the complaint; and (c) submitting the complaint to the executive director. **If complainant unable to write** **88(2)** If a citizen is not capable of submitting a complaint in writing, the executive director must (a) meet with the complainant in person and take down in writing the particulars of the complaint and the means by which the board is to communicate with the complainant; (b) read the complaint back to the complainant; (c) request the complainant to sign and date the complaint. *The Board staff has expressed that no complaints have been received by the Board.*
9. The Board follows MPC processes and Part 9 of its Rules for dealing with all complaints against the Police Chief.	MPC Manual 6.4, Rules Part 9	Section **6.4** from MPC Manual and Part **11** from WPB rules of practice and procedures outline the process for receiving and dealing with complaints against the Police Chief, some items have been covered in the items above. *The Board staff has expressed that no complaints have been received by the Board.*
10. The Board forwards all conduct complaints it receives about the Service or an individual officer other than the Police Chief to the Police Chief or designate for appropriate action.	MPC Manual 6.4	Section **6.4** from MPC Manual Procedure #**8**, states: **8**. All conduct complaints received by the police board about the police service or an individual police officer other than the police chief must be forwarded to the police chief or designate for appropriate action. *The Board staff has communicated the following information:*

		Not all complaints about the WPS or individual officers other than the Police Chief are forwarded to the Chief or designated for appropriate action. The Board explains to complainants the options they have available and encourages complainants to contact the WPS Professional Standards Unit or the Law Enforcement Review Agency directly. *The Board has consulted with each agency on the summary of these options that the Board has posted on its website. The Board opted to encourage complainants to follow up directly with each organization. The Board was concerned that if it forwarded complaints to the WPS and complainants did not expect or want their information shared with the police, their trust in the Board and civilian governance of police would be lost.*
11. The Board holds the Police Chief responsible for financial planning, control, administration and management of the Service's operational and capital budgets.	MPC Manual 7.1	MPC Manual Section 7.1 Budget and Financial Management, Policy # **4** States that: **3**. The police chief is responsible to the police board for the financial planning, control, administration and management of the police service's operational and capital budgets. *The Board staff has expressed that the Police Chief provides monthly budget reports to the Budget and Finance Committee, and the WPS submits quarterly financial reports that the Board publishes and publically receives as information. The Board staff also stated that the Board meets privately with the Police Chief every quarter to review his performance in this and other areas as a further step in holding the Chief accountable.* *Upon review of the Board's meeting minutes, it was observed that the Budget and Finance Committee receives the reports.* *Additionally, respondents were satisfied with the Board's performance in this area (Board-Chief Relationship, fourth question).*
12. The Board ensures Service expenditures do not exceed the allocated budget without prior approval from Council.	MPC Manual 7.1	MPC Manual Section **7.1** Budget and Financial Management, Policy # **4** States that: **4.** The police board must ensure that the police service expenditures do not exceed the allocated budget without the prior approval from the municipal council. *The Board staff has expressed that the WPS has returned unspent funds to the City or placed some funds in a commitment reserve, with the approval of*

		the Standing Policy Committee on Finance.
13. The Board grants or suspends the Police Chief's authority to expend budget operating funds, as appropriate.	MPC Manual 7.1	The WPS Rules part 7.1 Budget and Financial Management, policy **#6** states that: **6.** The police chief must be given authority to expend budgeted operating funds, unless the board suspends this general authority. *The Board staff has communicated that the Board can grant and suspend the Police Chief's authority to expend budget operating funds as deemed necessary.* *This information is also included in the Board's Rules of Practice and Procedure (Part 8 - Police Service Budgeting, Reporting and Financial Management).*
14. The Board holds the Police Chief responsible for submitting reports to the Board to notify it of unanticipated expenditures causing an operating budget deficit, as the case arises.	MPC Manual 7.1	MPC Manual Section 7.1 Budget and Financial Management, Policy # **5** state that: **6.** The police board must establish a contingency plan with the municipal council to address the impact of unforeseen critical issues or expenditures. *The Board staff has expressed that the Police Chief submits reports to the Board for unanticipated expenditures.* *Per review of the 2016 WPS Financial Report that was provided to the Board, it was noted that the Police Chief discussed unanticipated expenditures.* *Additionally, Respondents were satisfied with the Board's performance in this area (Risk Management, fourth question). However, there appears to be room for improvement as the Board received an average score of 2.50, which is on the borderline of satisfied and unsatisfied.*
15. The Board requires the Police Chief to produce regular financial reports to be submitted to the Board, which include analyses of revenues and expenditures.	MPC Manual 7.2	MPC Manual Section 7.2 Budget and Financial Management, Policy # **1** States that: 1. The police board will require the police chief to produce regular financial reports to be submitted to the board, which will include an analysis of revenues and expenditures. *The Board staff has communicated that the Police Chief produces regular financial reports and submits them to the Board.* *The 2015 and 2016 WPS Financial reports were reviewed. They included information on revenues,*

		expenses, capital expenditures, overtime, financial outlook, salaries and wages and a financial summary. *Additionally, respondents were satisfied with the Board's performance in this area (Financial Management, second question).*
16. The Board provides general direction and supervision to the Police Chief respecting the timely preparation and annual review of a risk management framework in accordance with section 42 of the Rules.	Rule 42	Rule 42 in the WPB Rules of Practice and Procedure outlines the following process relating to the annual preparation and review of the risk management framework as follows: **Risk management framework** **42(1)** The board must provide general direction and supervision to the police chief respecting the timely preparation and annual review of a risk management framework for the police service that meets the requirements set out in Chapter 3.6 of the commission manual and subsections (3) and (4). *Policies 1 through 5 in section 3.6 of the MPC Manual provide general direction and supervision to the Police Chief.* **Consultation with the police chief** **42(2)** The board must consult with the police chief through the risk management and audit committee before providing its direction under subsection (1). *The Board staff has expressed that the Board consults with the Police Chief through the Risk Management and Audit Committee prior to providing its direction.* **Alignment with national principles and guidelines** **42(3)** The risk management framework must be in accordance with National Standard of Canada, CAN/CSA-ISO 31000-10, *Risk Management Principles and Guidelines*, while taking into account the particular needs and context of the police service. *The Board staff has communicated that the Board follows this requirement.* **Content of risk management framework** **42(4)** The risk management framework must set out the foundations and organizational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the police service, including: (a) a risk management policy that specifies the

		overall intentions and directions of the police service with respect to the management of risk; and (b) a risk management plan that specifies the risk management process, assignment of responsibilities, sequence and timing of activities, and the resources to be applied to the management of risk within the police service. *The Board staff has expressed that the Board follows requirements (a) & (b).*

PERFORM ANY OTHER PRESCRIBED DUTIES		
Duty/Requirement	**Source**	**City Auditor Comments**
1. Perform any other prescribed duties	*PSA*, 28(1)	MPC Manual **Appendix 1:** The PSA, Division 2: Police Boards, rule **28(1)** states: **General duties of police board** 28(1) The police board must (a) after consulting with the police chief, establish priorities and objectives for the police service; *The Board's website states that: the Board, Police Chief, and members from the WPS Executive sit on the Strategic Planning Steering Committee. This committee provides direction on the development of the multi-year strategic plan for the WPS and outlines their priorities and objectives.* *Additionally, respondents were significantly satisfied with the Board's performance in this area (Strategic Planning, first question).* (b) establish policies for the effective management of the police service; *The Board staff has communicated that the Board has adopted the following two policies to date, as they fit the Police Service Act's definition of policies for effective management of the WPS:* *1) Bias-Free Policing, and* *2) Law Enforcement Accreditation* *Additionally, respondents were satisfied with the Board's performance in this area (Policy Development, first and second questions).* (c) direct the police chief and monitor his or her performance; and *Respondents were significantly satisfied with the*

		Board's performance in this area (Board-Chief Relationship, second question). (d) perform any other prescribed duties. *No other prescribed duties were noted.*
2. The Board keeps its risk management and risk strategy plans on file.	MPC Manual, 3.6	MPC Manual Section 3.6 Risk Management, Policy # **4** states that: **4.** Both the annual risk management and risk strategy plans will be kept on file by the chair of the police board. *The Board staff has expressed that the Board keeps its risk management framework in its electronic records.*
3. The Board conducts an ongoing review of outstanding high-priority risk areas.	MPC Manual, 3.6	MPC Manual Section 3.6 Risk Management, Policy # **5** states that: **5.** The police board will conduct an ongoing review of outstanding high priority risk areas. *Respondents were satisfied with the Board's performance in this area (Risk Management, second question).*
4. The Board has a practice for managing confidential information, including information shared within private meetings.	MPC Manual 3.3	MPC section 3.3 Confidentiality, policy **#1,** states that: **1.** Procedures for the practice are to be determined by the police board. *The Board staff has communicated that the Board has processes in place for managing confidential information.*
5. Board members understand key sections of the *Freedom of Information and Protection of Privacy Act.*	MPC Manual 3.3	MPC section 3.3 Confidentiality, under Policy**,** states that: Each police board must develop a practice for managing confidential information including information shared within private meetings. Municipal police boards in Manitoba are subject to The Freedom of Information and Protection of Privacy Act. Police board members have a duty to understand key sections of this act and must avoid disclosing any verbal or written material that is meant to be confidential concerning the police service, its police officers, civilian staff or clients. *The Board staff has communicated that the Board has processes in place for managing confidential information.* *Furthermore, respondents were satisfied with the*

		Board's performance in this area (Board Conduct and Cooperation, fifth and sixth questions).
6. The Board asks the Winnipeg Police Service any questions it considers necessary to ensure an adequate and effective police service is being provided.	MPC Manual, 3.4, 3.6	MPC section 3.4 Communication, Policy #**2,** states that: **2.** The police board must ask the police any questions it consider necessary to ensure an adequate and effective police service is being provided. MPC section 3.6 Risk Management, Policy #**2,** states that: **2.** The police board must ask the police chief any question it considers necessary to ensure that an adequate and effective police service is being provided. *Respondents were satisfied with the Board's performance in this area (Board Competencies, thirteenth and fourteenth questions).*
7. The Board ensures the Police Chief takes all reasonable steps to fully inform the Board about all major and critical issues that may be of concern to the community, as soon as practicable.	MPC Manual, 3.4	MPC Manual section 3.4 Communication, "Communication about Major Issues" sub section point #**1** states that: **1.** The police board shall ensure that the police chief shall takes all reasonable steps to fully inform the board about all major and critical issues that may be of concern to the community, as soon as practicable. *Respondents were significantly satisfied with the Board's performance in this area (Board-Chief Relationship, sixth question).*
8. The Board ensures there are internal mechanisms within the Service to ensure common understanding of strategic issues and directions.	MPC Manual, 3.4	MPC Manual section 3.4 Communication, "Communication about Major Issues" sub section point #**6** states that: **6.** The police board shall require internal mechanisms to be in place to ensure a common understanding of strategic issues and directions within the police service. *The Board staff has expressed that there are internal mechanisms in place for the WPS (in accordance with Part 5 of the WPS Rules of Practice and Procedure).*
9. The Board has a communication plan.	MPC Manual 3.4, Rules 55	MPC Manual section 3.4 Communication, policy #**1** states that: **1.** The police board must develop a communication plan.

		The 2016 Communications Plan is available on the Board's website.
10. The Board reviews its communication plan annually.	MPC Manual 3.4, Rules 55	MPC Manual section 3.4 Communication, "Communication Plan" sub section point **#1** states that: **1.** The chair of the police board shall ensure that a communication plan for the police board is developed, reviewed on an annual basis and revisited in its entirety every three years. *The Board staff has expressed that the communication plan review is ongoing. The Board's Governance Committee opted to defer recommending the 2017 Communication Plan for approval until January 2017 so more Board members could weigh in on what did and did not work in 2016, and that will become the final component of the Board's review.*
11. The Board's communication plan addresses how the Board will communicate with various stakeholders, including the community, the media and the municipal council.	MPC Manual 3.4, Rules 55	MPC Manual section 3.4 Communication, "Communication Plan" sub section point **#2** states that: **2.** The communication plan shall consider how the police board will communicate with various stakeholders who include but are not limited to the community, the media and the municipal council. *A review of the communication plan illustrated the following information: (1) information and engagement needs for various stakeholders (including community, media and Council) and (2) a section titled "nature and means of communication", which describes the types of communications used and its frequency.*
12. The Chair acts as the official spokesperson.	MPC Manual, 3.4	MPC Manual section 3.4 Communication, policy **#3** states that: 3. The chair, or in his or her absence, the vice chair or designate shall be the official spokesperson for the municipal police board. *The Board staff has expressed that in absence of the Chair, the Vice Chair is designated as the official spokesperson for the Board.* *Additionally, respondents were significantly satisfied with the Board's performance in this area (Communications and Community Engagement, third question).*
13. The Board holds private meetings to discuss critical issues affecting the Winnipeg	MPC Manual 3.4	MPC manual section 3.4 "communication about major issues" section point **#2**, states that:

Police Service.		**2.** The police board will hold a private meeting to discuss critical issues affecting the Police Service. For this policy, a critical issue is defined as a policing operation, event or organizationally significant issue for which advanced planning is required. The issue must fall outside the normal capacity of the organization and requires arrangements for additional human, financial and physical resources and/or additional funding for the deficient resources. *The Board staff has communicated that the Board holds private meetings to discuss critical issues affecting the WPS.*
14. Official media releases about critical issues are provided to the Board as soon as practicable.	MPC Manual 3.4	MPC manual section 3.4 "communication about major issues" section point **#3**, states that: **3.** All official media releases are to be provided to the police board as soon as is practicable. *The Board staff has expressed that the Board is notified of all official media publications upon release and that the Board Chair is informed of significant new releases prior to their issuance.*
15. Board members have timely access to Service information.	MPC Manual 3.4	MPC manual section 3.4 "communication about major issues" section point **#4**, states that: **4.** Police board members acting in their capacity as police board members and in the performance of their official duties shall have timely access to information under the control of the police service and shall direct all requests for such information and advice related thereto to the office of the police chief. *Respondents were satisfied with the Board's performance in this area (Board-Chief Relationship, ninth question).*
16. The Board directs its requests for information to the office of the Police Chief.	MPC Manual 3.4	MPC manual section 3.4 "communication about major issues" section point **#4**, states that: **4.** Police board members acting in their capacity as police board members and in the performance of their official duties shall have timely access to information under the control of the police service and shall direct all requests for such information and advice related thereto to the office of the police chief. *The Board staff has expressed that requests are made by direct communication between the Board Chair and the Police Chief or through Board staff and the Service's designated liaison officer to follow*

		up on requests made by the Board or any of its committees.
17. The Board ensures adequate liability insurance is in place to indemnify and save harmless its members.	MPC Manual, 3.5	MPC manual section 3.5 Liability and Indemnification point **#2**, states that: **2.** The police board should ensure that adequate liability insurance is in place to indemnify and save harmless its members. *The Board staff has expressed that the question of whether directors' liability insurance is necessary has been outstanding since 2013.*
18. The Board reviews policies for which significant risks have been identified.	MPC Manual 3.6	MPC manual section 3.6 Risk Management procedure **#7**, states that: **7.** The police board will review any policies for which significant risks have been identified. *The Board staff has communicated the following information: the Board reviews policies for which significant risks have been identified. In particular, the Board has established a bias-free policing policy and is in the process of establishing a use of force policy. This work was prioritized in part due to the related risks. Both of these initiatives involved extensive review of the Service's existing operational policies and procedures in these areas. The Board has identified risks related to the deployment of an armored rescue vehicle and patrol rifles, and reviewed the Service's revised operational policies to ensure that such deployments were consistent with community needs, values and expectations. Board Committee meeting minutes and reports accepted at public Board meetings confirm these examples.* *Additionally, respondents were satisfied with the Board's performance in this area (Policy Development, third question).*
19. The Board, in conjunction with the Police Chief, undertakes an annual systematic risk management audit.	MPC Manual, 3.6	MPC manual section 3.6 Risk Management part of policy **#1**, states that: 1. In conjunction with the police chief, each municipal police board shall undertake an annual systematic risk management audit. *The 2016 Audit Plan Report prepared by the Police Chief on December 2, 2015 was reviewed. The report included the background, financial implications, recommendations, discussion and conclusion.* *The Board staff has expressed that the systemic risk*

		management audit refers to its review of the risk management framework on an annual basis. *Additionally, respondents were satisfied with the Board's performance in this area (Risk Management, third question).*
20. The annual risk management audit identifies, assesses, prioritizes and weighs the types of risks that the Service and the Board may face in achieving their objectives.	MPC Manual, 3.6	MPC manual section 3.6 Risk Management policy #**1**, states that: **1.** In conjunction with the police chief, each municipal police board shall undertake an annual systematic risk management audit that identifies, assesses, prioritizes and weighs the types of risks that the police service and police board may face in achieving their objectives. *The 2016 Audit Plan Report prepared by the Police Chief on December 2, 2015 was reviewed. The report included the background, financial implications, recommendations, discussion and conclusion.* *Furthermore, the Board staff has expressed that the systemic risk management audit refers to its review of the risk management framework on an annual basis.*
21. The Board has established a practice that compels the Police Chief to report on any and all critical issues.	MPC Manual 3.6, Rules 45(3)	MPC Manual section 3.6 Risk Management, one of multiple requirements included under Policy #**1,** is as follows: **1.** The police board will create a practice compelling the police chief to report any and all critical issues. *The Board staff has communicated that the Board has established the Rules of Practice and Procedure that explicitly state that the Police Chief must notify the Board Chair when an exigent circumstance arises that poses a risk to the achievement of police service's priorities and objectives (section 46(6)) and instructions to notify of any other issues relating to specific items and examples (section 59(1)).*
22. The Board requires the Police Chief to provide an audit plan that assesses risks within the organization that merit an audit.	MPC Manual 3.6, Rules 48	MPC Manual section 3.6 Risk Management, Procedure #**6** states: **6.** The police board will require the police chief to provide an audit plan that assesses risks within the organization that merit an audit. *The 2016 Audit Plan Report prepared by the Police Chief on December 2, 2015 was reviewed. The report included the background, financial implications, recommendations, discussion and*

		conclusion. *Additionally, the Board staff has communicated that the Service tabled an audit plan for the RMA Committee's approval in December 2015.*
23. The Board operates in accordance with the Manitoba Police Commission's policy and procedures manual.	*PSA* 35(1), MPC Manual 3.8	MPC Manual Section 3.8 Board Policy and Procedure Manual, Policy #**1** states: **1.** The police board must operate in accordance with *The Manitoba Police Board Policy and Procedures Manual* developed by the Manitoba Police Commission. *The Board staff has communicated that the Board operates in accordance with the MPC Manual, with the exceptions noted elsewhere in the policy and procedure checklist (where the Board has a practice that is different from the manual or the Board needs to improve).*
24. Board members familiarize themselves with the MPC Manual and abide by its policies and procedures.	MPC Manual, 3.8	MPC Manual Section 3.8 Board Policy and Procedure Manual, Procedure #**2** states: **2.** It is the responsibility of each board member to familiarize him/herself with the content of *The Manitoba Police Board Policy and Procedure Manual* and abide by the policies and procedures contained therein. *Respondents were satisfied with the Board's performance in this area (Board Training and Capacity, second question). However, there appears to be room for improvement as the Board received an average score of 2.50, which is on the borderline of satisfied and unsatisfied.*
25. The Board takes action, as necessary and within its mandate, to address anything that is interfering with the Board being able to achieve its objectives.	MPC Manual 3.9	MPC Manual Section 3.9 Evaluating Police Board Effectiveness, Policy # **3,** states that: **3.** The police board will take action, as necessary and within its mandate, to address anything that is interfering with the police board being able to achieve its objectives. *The Board staff has expressed that the Board acts on barriers and issues that interfere with its ability to achieve its objectives.*
26. The Chair holds responsibility for ensuring the Board meets its legislative responsibilities and obligations.	MPC Manual 4.1	MPC Manual Section 4.1 Role of the Chair, Policy # **1** states: **1.** The chair is responsible for ensuring the police board is meeting its legislative responsibilities and obligations. *The Board staff has stated that this is not a matter*

		for specific compliance review; it is a general statement of responsibility that the Chair demonstrates is being carried out through all Board processes, including the present effectiveness evaluation. *Additionally, respondents were significantly satisfied with the Board's performance in this area (Board Competencies, fifteenth question).*
27. The Chair ensures the Board follows the Act, MPC policies and the Board's Rules of Practice and Procedure.	MPC Manual 4.1	MPC Manual Section 4.1 Role of the Chair, Policy # **2** states: 2. The chair must ensure that the police board follows the PSA, policies set forward by the Manitoba Police Commission, and its own practices and procedures. *The Board staff has expressed that the Chair complies with this requirement. In particular, the Chair holds the Executive Director accountable for monitoring the Board's adherence to the Act, MPC policies, and the Board's Rules.* *Furthermore, respondents were satisfied with the Board's performance in this area (Board Meetings, second question).*
28. The Chair maintains communication with all Board members.	MPC Manual 4.1	MPC Manual Section 4.1 Role of the Chair, Policy # **3** states: **3.** The chair must maintain communication with all police board members. *Respondents were satisfied with the Board's performance in this area (Board Conduct and Cooperation, eighth question).*
29. Board members oversee and support the work of the Service.	MPC Manual 4.3	MPC Manual Section 4.3 Role of the Chair, Policy # **2** states: 2. Board members must oversee and support the work of the police service. *The Board staff has expressed that this requirement is demonstrated by the Committee and Board meetings minutes.* *Also, respondents were satisfied with the Board's performance in this area (Board Competencies, fourteenth question).*
30. Any employees required to enable the Board to carry out its duties are appointed by the City.	MPC Manual, 4.8	MPC manual section 4.8 Staff for Police Board, Policy **#1**, states: **1.** Any employees required to enable the police board to carry out its duties shall be appointed by

		the municipality. *The Board staff has expressed that any employees required to enable the Board to carry out its duties are appointed by the City.*
31. Board staff members undergo background checks, a criminal record check and a child abuse registry check.	MPC Manual, 4.8	MPC manual section 4.8 Staff for Police Board, Policy **#2**, states: **2.** Any staff appointed by the municipality for the purpose of serving the police board must undergo background checks, a criminal record check and a child abuse registry check. *The WPS Effectiveness Evaluation Report prepared by the Chief of Police on August 11, 2016 states, "Since its formation in 2013, the WPB has consistently performed level 2 background checks for all staff members of the Manitoba Police Board."* *Additionally, the Board staff has communicated that the Board's employees have all undergone background checks, criminal record checks, and child abuse registry checks. The WPS has provided the Board written confirmations.*
32. The Board has determined whether it will appoint police officers or delegate that authority to the Police Chief.	MPC Manual 6.5	MPC Manual section 6.5 Hiring Police Officers, policy **#1** states: **1.** The police board must determine whether it or the police chief will appoint police officers. *The Board's meeting minutes dated May 1, 2015 were reviewed and it was noted that the Board approved the delegation of authority to the Police Chief to appoint police officers (item # 5).*
33. If the Board has delegated that authority to the Police Chief, a memo to this effect has been drafted, sent to the Police Chief and kept on file by the Board.	MPC Manual 6.5	MPC Manual section 6.5 Hiring Police Officers, procedure **#1** states: **1.** The police board will ensure it is made clear who has ultimate responsibility for hiring police officers. If this responsibility is delegated to the police chief, a memo to this effect will be drafted, sent to the police chief and kept on file by the police board. *This was communicated in the Board's meeting minutes on May 1, 2015.*
34. The hiring authority verifies in interviews that the candidates possess the minimum qualifications laid out in the *Police Qualifications Regulation.*	MPC Manual 6.5	MPC Manual section 6.5 Hiring Police Officers, policy **#2** states: **2.** Regardless of who hires police officers, the hiring authority must verify in the interview that the candidate possesses the minimum qualifications as laid out in the *Police Qualifications Regulation*.

		The Board meeting minutes were reviewed and the following information was noted: *The Board Chair requested assistance from the WPS on August 2, 2016 regarding the Board's effectiveness evaluation. On August 11, 2016, the Acting Chief prepared a report for the WPEB with the following information:* *The Winnipeg Police Service can confirm that all candidates considered for recruitment as sworn Police Officers do in fact possess the minimum qualifications as identified in the Police Qualifications regulation (item # 2).* *Additionally, the Board staff has communicated that the WPS has provided written confirmation as verification.*
35. Thorough reference checks are conducted to ensure the hiring authority is fully satisfied that all mandatory requirements have been met and that the selection committee has a full understanding of the potential candidate's character, physical abilities and other required attributes.	MPC Manual 6.5	MPC Manual section 6.5 Hiring Police Officers, procedure **#3** states: **3.** In addition to conducting interviews with qualified candidates, the selection committee shall conduct thorough reference checks to ensure they are fully satisfied that all mandatory requirements have been met and that they have a full understanding of the potential candidate's character, physical abilities and other required attributes. *Per review of the Board's meeting minutes, the following details were noted:* *The Board Chair requested assistance from the WPS on August 2, 2016 regarding the Board's effectiveness evaluation. On August 11, 2016, the Acting Chief prepared a report for the WPEB with the following information:* *The Winnipeg Police Service can confirm that thorough record checks are completed for all Police Officer candidates (item # 3).* *Additionally, the Board staff has communicated that the WPS has provided written confirmation as verification.*
36. The Board establishes a contingency plan with Council to address the impact of unforeseen critical issues or expenditures.	MPC Manual 7.1	Section **7.1** Budget and Financial Management of the MPC Manual, Policy **#5**, states: 5. The police board must establish a contingency plan with the municipal council to address the impact of unforeseen critical issues or expenditures. *The Board staff has expressed that a plan with*

		Council to address the impact of an unforeseen expenditure has been required on only one occasion. This occurred when an in-year actuarial evaluation substantially increased pension costs; the Board authorized the Chief to advance the plan seeking additional funding and reallocations of funding for Council approval. Board meeting minutes demonstrate compliance. *Additionally, respondents were satisfied with the Board's performance in this area (Risk Management, fourth question). However, there appears to be room for improvement as the Board received an average score of 2.50, which is on the borderline of satisfied and unsatisfied.*
37. Should surplus funds be projected and realized, the Board establishes a practice with Council on how to disburse the remaining funds.	MPC Manual 7.1	Section **7.1** Budget and Financial Management of the MPC Manual, Procedure #**7**, states: **7.** Should surplus funds be projected and realized, the police board should establish a practice with the municipal council on how to disburse remaining funds. *The Board staff has expressed that the Board complies with the City's procedures when funds need to be placed in a commitment reserve.* *The Board staff also communicated that the Board follows the City of Winnipeg's standard procedures for returning unspent funds to Council or placing funds in a commitment reserve with Council approval.*
38. Board committees have terms of reference in accordance with subsection 24(2) of the Rules.	Rules 24(2)	WPB Rules of Practice and Procedure **Part 3, rule 24(2**) states: **24(2)** The resolution establishing a committee must set out terms of reference for the committee that specify: (a) the committee's general mandate and purpose; (b) the committee's responsibilities, activities, and tasks; (c) the duties and powers that are delegated by the board to the committee, if any, as permitted by section 38 of the Act; (d) the committee's meeting requirements; (e) for committees established for a specific purpose, a date by which the work of the committee is expected to be completed or on which its mandate expires, subject to renewal by the board; (f) the number of board members to be appointed to the committee, which for standing committees must not be less than three members, not including the

		board chair. *The Board staff has expressed that all committees have a terms of reference in place.* *Upon review of the terms of references and various Board minutes, the following committees were noted:* *1) The Budget and Finance Committee* *2) The Governance Committee* *3) The Indigenous Liaison Committee* *4) The Risk Management and Audit Committee* *5) Strategic Planning Steering Committee* *6) Police Chief Recruitment Committee* *All six of the committees listed above include the requirements in (a) to (f).*
39. Board committees schedule their meetings in accordance with section 27 of the Rules.	Rules 27	WPB Rules of Practice and Procedure Part 3 **Rule 27(1)** states: **27(1)** The chair of a standing committee must before the end of December of each year, establish a schedule for the meetings of the committee the in the following year. *The Board staff has expressed that the Standing Committee Chair establishes a meeting schedule for the upcoming year. This is completed on an annual basis prior to year-end.*
40. Subject to the powers expressly delegated to the committee by the resolution of the Board establishing the committee, committees only make recommendations to the Board for its consideration and do not make decisions on behalf of the Board.	Rules 30(1)	WPB Rules of Practice and Procedure Part 3 **Rule 30(1)** states: **Committee to make recommendations** **30(1)** Subject to the powers expressly delegated to the committee by the resolution of the board establishing the committee, a committee may only make recommendations to the board for its consideration and is not authorized to make decisions on behalf of the board. *The Board staff has communicated that the Board's committees comply with this rule. Committees may request information from the Board staff or the Chief of Police, provide feedback on Board projects or receive briefings and presentations, but do not make decisions on behalf of the Board.* *Additionally, respondents were satisfied with the Board's performance in this area (Conduct and Cooperation, ninth question).*
41. Committee Chairs report on committee meetings and	Rules 30(2)	WPB Rules of Practice and Procedure Part 3 **Rule 30(2)** states:

recommendations at Board meetings.		**30(2)** The committee chair must present a report on each committee meeting that includes the committee's recommendations, if any, arising from its deliberations, at the next board meeting. *The Board staff has expressed that the committee chair presents a report at each committee meeting. Recommendations, if any, are included from deliberations at the next board meeting.*
42. The Board collaborates with the Police Chief to understand, quantify, prioritize, mitigate and monitor high impact risks.	Rules 44(2)	WPB Rules of Practice and Procedure, rule #**44(2)** states: **Greater role of board with respect to high impact risks** **44(2)** The board must collaborate with the police chief to understand, quantify, prioritize, mitigate and monitor high impact risks identified in the risk management planning process. *Respondents were satisfied with the Board's performance in this area (Risk Management, fifth question).*
43. The Board has established a practice that compels the Police Chief to report on any and all critical events.	Rules 46	Rule **46(1)** of the WPB Rules of Practice and Procedure states that the police chief must notify the board chair of a critical event at the earliest practical opportunity after its potential occurrence has been identified. *The Board's Rules of Practice and Procedure includes a requirement that outlines the obligation of Police Chief to report on any critical events.*
44. The Risk Management and Audit Committee initiates an informal evaluation of the Board's effectiveness in August of each year in which a formal evaluation is not being carried out.	Rules 51(1)	WPB Rules of Practice and Procedure Rule 51(1) states: **Informal evaluations** **51(1)** The risk management and audit committee must initiate an informal evaluation of the board's effectiveness in August of each year in which a formal evaluation is not being carried out. *The Board staff has expressed that the Board initiated an informal evaluation in 2015.*
45. The Board reports on the results of informal and formal evaluations in accordance with section 53 of the Rules.	Rules 53	Rule **53(3)** of the WPB Rules of Practice and Procedures states that the board must address each recommendation arising from informal and formal evaluations & take remedial action as necessary to address issues affecting effectiveness of carrying out their mandate. *The Board staff has communicated that the Board did not review the results of its 2015 informal assessment.*

46. The Board establishes the specific competencies that Board members, individually and collectively, must have in order for the Board to be effective in carrying out its mandate.	Rules 54(1)	The WPB rule **54(1)** requires the board to establish specific that board members, individually & collectively must present to carry out their duties successfully. *The Board staff has expressed that the Board does not have any formal set of individual and/or collective competencies currently in place.*
47. Board members evaluate themselves in accordance with section 54 of the Rules.	Rules 54	WPB Rules of Practice and Procedure Rules 54 state: **Board member competencies** **54(1)** The board must establish the specific competencies that board members, individually and collectively, must have in order for the board to be effective in carrying its mandate. *The Board staff has expressed that the Board has established specific competencies for the Board as a whole. The Board member competencies are still in process.* **Board member self-evaluation process** **54(2)** The risk management and audit committee must prescribe and direct a process for and materials to support self-evaluation by board members of their individual and collective effectiveness, based on the competencies established by the board. *The Board staff has conveyed that this process has occurred twice since 2014.* **Board members to complete self-evaluations** **54(3)** Each Board member must, before September 1 of each year, complete the self-evaluation process as prescribed and directed by the risk management and audit committee. *The Board staff has communicated that board members have completed the self-evaluation process within the deadline.* **Chair to review evaluations** **54(4)** The board chair must review the self-evaluation completed by each board member with the board member, and the board chair and the member must collaboratively develop a plan to address identified areas of concern. *The Board staff has communicated that this process has not been implemented by the Board. This is because the Board has not yet determined whether it is appropriate and/or a priority for Board members*

		to have individual performance evaluations on an annual basis.
48. The Board uses metrics to track the effectiveness of its communication plan.	Rules 55(3)	The WPB Rules and procedures rule #**55(3)** states: **55(3)** requires the board to keep a record of its media coverage, advertising reach and social media metrics, and, on an annual basis, measure these results against the objectives of the communication plan. *The Board staff has expressed that the Board keeps a record of media coverage and releases, consultation attendance, incoming communications, and other metrics.*
49. Board members and staff do not purport to speak on behalf of the Board unless authorized by the Board to do so.	Rules 56(4)	The WPB Rule 56(4) states that: Subject to subsection (5) and (8), a board member or board staff member must not purport to speak on behalf of the board, unless she or he is authorized by the board to do so. *The Board staff can confirm that there have been no cases where a Board member or staff member has purported to speak on behalf of the Board without Board authority.* *Additionally, respondents were significantly satisfied with the Board's performance in this area (Communications and Community Engagement, fourth question).*
50. Board members share information received from the Service with their fellow Board members in accordance with section 60 of the Rules.	Rules 60	The WPB Rules 60 states that: **Board members to share information** **60(1)** A board member must share with the board chair, in a timely manner, material information that he or she receives through communication with the police chief or a member of the police service that may be pertinent to the board's consideration of matters before it, or likely to come before it, or that is related to a prior Board decision, or that is of public interest. **Board chair to share information** **60(2)** The board chair must provide information shared with him or her by a board member in accordance with subsection (1) to the full board by such means as he or she considers advisable in the circumstances, and may call a special board meeting if he or she considers it necessary to enable the board to consider the information in a timely manner. *Respondents were satisfied with the Board's*

		performance in this area (Board Conduct and Cooperation, tenth question).
51. The Board and Service communicate on presentations to Council in accordance with section 62 of the Rules.	Rules 62	The WPB rules 62 cover how to make presentations to Council and who must be in attendance. **Presentations to Council** **62(1)** The police chief must ensure that no representative of the police service makes a presentation to council or a standing committee of council on a matter within the jurisdiction of the board, except in accordance with this section. **Board chair to be present** **62(2)** The board chair or his or her designate must be in attendance when a representative of the police service makes a presentation to council or a standing committee of council. **Briefing required** **62(3)** The police chief must ensure that the board chair or his or her designate is provided a briefing on the presentation prior to it being made. *The Board staff and WPS have expressed that items 62(1) to 62(3) have been followed.*
52. Board members receive remuneration for time spent in attendance at meetings and training sessions as outlined in section 67 of the Rules.	Rules 67	WPB Rules of Practice and Procedure outline the rules for remuneration (67(1)) & Tele-presence (67(2)) at meetings: **Remuneration for meetings** **67(1)** For the purpose of remuneration in accordance with the board by-law, time spent in attendance at meetings of the board includes time spent in attendance at: (a) public consultation meetings; (b) meetings of committees; and (c) Member training sessions convened by the chair. **Tele-presence at meetings** **67(2)** A board member who actively participates in a meeting by telephone or by any other means of electronic presence, with the approval of the chair, are deemed to be in attendance at the meeting. *The Board staff has communicated that the Board members receive remuneration for attending board meetings.*
53. Board members submit expense claims in accordance with section 68 of the Rules.	Rules 68	WPB Rules of practice and procedure Rule **#68** outlines the requirement to submit expenses as prescribed in rules 68(1) to 68(6).

		The Board staff has expressed that the Board has an established practice for submitting expenditures but needs to revise its Rules to reflect that expense claims are signed by the Board members and the Executive Director, but not the Board Chair.

ENSURE THAT THE POLICE CHIEF ESTABLISHES PROGRAMS AND STRATEGIES TO IMPLEMENT THE PRIORITIES AND OBJECTIVES ESTABLISHED BY THE BOARD FOR THE POLICE SERVICE		
Duty/Requirement	**Source**	**City Auditor Comments**
1. Ensure that the police chief establishes programs and strategies to implement the priorities and objectives established by the Board for the police service	*PSA*, 28(2)	MPC Manual Appendix #1: PSA, 28(1) states: **Specific duties of police board** 28(2) Without limiting the generality of subsection (1), the police board must (a) ensure that the police chief establishes programs and strategies to implement the priorities and objectives established by the board for the police service; *The Board's website states that: the Board, Police Chief, and members from the WPS Executive sit on the Strategic Planning Steering Committee. This committee provides direction on the development of the multi-year strategic plan for the WPS and outlines their priorities and objectives.* *Additionally, respondents were satisfied with the Board's performance in this area (Board-Chief Relationship, tenth question).*

ENSURE THAT COMMUNITY NEEDS AND VALUES ARE REFLECTED IN THE POLICING PRIORITIES, OBJECTIVES, PROGRAMS AND STRATEGIES		
Duty/Requirement	**Source**	**City Auditor Comments**
1. Ensure that community needs and values are reflected in the policing priorities, objectives, programs and strategies.	*PSA*, 28(2)	MPC Manual Appendix #1: PSA, Rule **28(1)** states: **Specific duties of police board** 28(2) Without limiting the generality of subsection (1), the police board must (b) ensure that community needs and values are reflected in the policing priorities, objectives, programs and strategies;

		The Board and WPS devised a strategic plan that establishes organizational focus through specific goals designed to incorporate the community's needs and values. The plan also outlines the tactics that will be employed for the achievement of these goals. *Additionally, respondents were satisfied with the Board's performance in this area (Strategic Planning, fourth question & Communications and Community Engagement, second question).*

ACT AS A LIAISON BETWEEN THE COMMUNITY AND THE POLICE SERVICE		
Duty/Requirement	**Source**	**City Auditor Comments**
1. Act as a liaison between the community and the police service	*PSA*, 28(2)	MPC Manual Appendix #1: PSA, Rule **28(1)** states: **Specific duties of police board** 28(2) Without limiting the generality of subsection (1), the police board must (d) act as a liaison between the community and the police service. *Upon review of the Board's website, it was noted that the Board holds public consultations every year to engage the community and police service.* *Furthermore, respondents were satisfied with the Board's performance in this area (Communications and Community Engagement, first question).*

RESTRICTION ON POLICE BOARD ACTIVITIES		
Duty/Requirement	**Source**	**City Auditor Comments**
1. The Board refrains from giving orders and directions to any member of the Winnipeg Police Service other than the Police Chief.	*PSA*, 28(3)	MPC Manual Appendix #1: PSA, Rule **28(3)** states: **Restriction on police board activities** 28(3) The police board may give orders and directions to the police chief, but not to other police officers. No individual member of the board may give an order or direction to any police officer. *The Board staff has expressed that the Board has not given an order or direction to any member of the WPS other than its Chief or Acting Chief.* *Additionally, respondents were significantly satisfied with the Board's performance in this area (Restrictions on Board Mandate, first question).*
2. No individual member of the Board gives orders or directions to any police officer	*PSA*, 28(3)	MPC Manual Appendix #1: PSA, Rule **28(3)** states: **Restriction on police board activities** 28(3) The police board may give orders and directions to the police chief, but not to other police

		officers. No individual member of the board may give an order or direction to any police officer. *The Board staff has confirmed that no individual Board member has given an order or direction to any police officer.* *Also, respondents were significantly satisfied with the Board's performance in this area (Restrictions on Board Mandate, second question).*

NO ROLE ON SPECIFIC MATTERS		
Duty/Requirement	**Source**	**City Auditor Comments**
1. The Board refrains from giving orders or directions on specific operational decisions, individual investigations, or the day-to-day operation of the Winnipeg Police Service	*PSA*, 28(4)	MPC Manual Appendix #1: PSA, Rule **28(4)** states: **No role on specific matters** 28(4) The police board must not give orders or directions on specific operational decisions, individual investigations or the day-to-day operation of the police service. *The Board staff has confirmed that there has been substantial discussion between the Board and the Service toward ensuring a common understanding of this limit on the Board's authority, and that the Board has scrupulously avoided breaching this provision of The Police Services Act.* *Additionally, respondents were significantly satisfied with the Board's performance in this area (Restrictions on Board Mandate, third question).*

NO ROLE IN PERSONNEL MATTERS		
Duty/Requirement	**Source**	**City Auditor Comments**
1. The Board refrains from playing a role in the discipline or personal conduct of any police officer other than the Police Chief	*PSA*, 28(5)	MPC Manual Appendix #1: PSA, Rule **28(5)** states: **No role in personnel matters** 28(5) With the exception of the police chief, the police board has no role with respect to the discipline or personal conduct of any police officer. *The Board staff has communicated that the Board has scrupulously avoided playing a role in the discipline or personal conduct of any police officer other than the Chief. Numerous pieces of correspondence demonstrate the Board's diligence and compliance in this regard.* *Furthermore, respondents were significantly satisfied with the Board's performance in this area (Restrictions on Board Mandate, fourth question).*

NO RIGHT TO SENSITIVE INFORMATION		
Duty/Requirement	**Source**	**City Auditor Comments**
1. The Board respects the restriction on its entitlement to sensitive information about individual investigations or intelligence files	*PSA*, 28(6)	MPC Manual Appendix #1: PSA, Rule **28(6)** states: **No right to sensitive information** 28(6) The police board is not entitled to any information about individual investigations or intelligence files. *The Board staff has confirmed that the Board is in compliance with this restriction.* *Respondents were significantly satisfied with the Board's performance in this area (Restrictions on Board Mandate, fifth question).*

CODE OF ETHICAL CONDUCT		
Duty/Requirement	**Source**	**City Auditor Comments**
1. Board members abide by the *Code of Ethical Conduct for Police Board Members*.	*PSA,* 35.2, MPC Manual 3.2	MPC Manual Part 3.2 The Code of Ethical Conduct for Police Board Members, Legislative Framework section states: **Policy** Police board members must abide by *The Code of Ethical Conduct for Police Board Members* *The Board provided an excel document with past and present members. This document included confirmation of specific records and the dates applicable. Per review of the document, the following information was noted:* *<u>Code of Ethical Conduct:</u>* *Six out of seven board current board members signed the Code of Ethical conduct in 2016; one signed on November 7, 2015.* *Additionally, respondents were satisfied with the Board's performance in this area (Board Conduct and Cooperation, second question).*
2. Every Board member signs a declaration agreeing to confidentiality and that they have no conflict of interest regarding matters within the Board's jurisdiction.	By-law 13	The City of Winnipeg By-Law No. 148/2012 section 13 states: 13. Each Board member shall sign declarations agreeing to confidentiality and that they have no conflict of interest regarding matters within the Board's jurisdiction. *The Board provided an excel document with past*

		and present members. This document included confirmation of specific records and the dates applicable. Per review of the document, the following information was noted: *<u>Confidentiality Agreement:</u>* *All current board members signed the confidentiality agreement form in 2016.* *Additionally, respondents were satisfied with the Board's performance in this area (Board Conduct and Cooperation, third and fourth questions).*
3. Board members sign a copy of the Code on a yearly basis to confirm they have read it and are familiar with its content.	MPC Manual 3.2	MPC Manual section **3.2** The Code of Ethical Conduct for Police Board Members, Procedure #**2** states: **2.** The chair will ensure that all police board members re-read and sign *The Code of Ethical Conduct for Police Board Members* and *The Conflict of Interest Policy for Police Board Members* on an annual basis. *The Board provided an excel document with past and present members. This document included confirmation of specific records and the dates applicable. Per review of the document, the following information was noted:* *<u>Code of Ethical Conduct:</u>* *Six out of seven board current board members signed the Code of Ethical conduct in 2016; one signed on November 7, 2015.* *Furthermore, respondents were satisfied with the Board's performance in this area (Board Conduct and Cooperation, first and second questions).*
4. Board members complete and sign the *Oath of Office for Police Board Members.*	MPC Manual 3.2	MPC Manual section **3.2** The Code of Ethical Conduct for Police Board Members, Procedure #**3** states: **3.** A signed copy of *The Code of Ethical Conduct for Police Board Members*, *The Conflict of Interest Policy for Police Board Members* and *The Oath of Office for Police Board Members* shall be kept in each police board member's personnel file. *The Board provided an excel document with past and present members. This document included confirmation of specific records and the dates applicable. Per review of the document, the following information was noted:*

		<u>Oath of Office for Police Board Members:</u> *All current board members have signed the document.*
5. Board members abide by the *Conflict of Interest Policy for Police Board Members.*	MPC Manual 3.2	MPC Manual section **3.2** The Code of Ethical Conduct for Police Board Members, under the Policy section it states: Police board members will abide by *The Conflict of Interest Policy for Police Board Members* found. *The Board provided an excel document with past and present members. This document included confirmation of specific records and the dates applicable. Per review of the document, the following information were noted:* *<u>Conflict of Interest:</u>* *All current board members have signed the conflict of interest form.* *Furthermore, respondents were satisfied with the Board's performance in this area (Board Conduct and Cooperation, fourth question).*
6. Board members sign a copy of the *Conflict of Interest Policy* on a yearly basis to confirm they have read it and are familiar with its content.	MPC Manual 3.2	MPC Manual section **3.2** The Code of Ethical Conduct for Police Board Members, Procedure #**2** states: **2.** The chair will ensure that all police board members re-read and sign *The Code of Ethical Conduct for Police Board Members* and *The Conflict of Interest Policy for Police Board Members* on an annual basis. *The Board provided an excel document with past and present members. This document included confirmation of specific records and the dates applicable. Per review of the document, the following information were noted:* *<u>Conflict of Interest:</u>* *All board members have signed the conflict of interest form.* *Additionally, the Board staff has expressed that it has no conflict of interest regarding matters within the Board's jurisdiction.*
7. A signed copy of each document is kept in each Board member's personnel	MPC Manual 3.2	MPC Manual section **3.2** The Code of Ethical Conduct for Police Board Members, Policy section states:

file.		Police board members must complete and sign *The Oath of Office for Police Board.* *The Board staff has expressed that the Board keeps a signed copy of each document within the Board members' personnel files.*
8. Pursuant to the Code, Board members keep confidential any information disclosed or discussed regarding the Winnipeg Police Service, its staff, operations or administration that has not been disclosed or discussed at a regular Board meeting.	MPC Manual 3.3	MPC Manual Part 3.3 Confidentiality, Legislative Framework section states: **Legislative Framework** Pursuant to *The Code of Ethical Conduct for Police Board Members*, all board members shall keep confidential any information disclosed or discussed regarding the police service, its staff, operations or administration that has not been disclosed or discussed at a regular meeting of the police board. *The Board provided an excel document with past and present members. This document included confirmation of specific records and the dates applicable. Per review of the document, the following information was noted:* *<u>Confidentiality Agreement:</u>* *All current board members signed the confidentiality agreement form in 2016.* *Additionally, respondents were satisfied with the Board's performance in this area (Board Conduct and Cooperation, fifth question).*
9. Board members respect confidential information that the Board Chair determines may not be disclosed in accordance with subsection 9(4) of the Rules.	Rules 9(4)	WPB Rules of Practice and Procedure, Part 2-Board Meeting Procedures, rule #**9(4)** states: **Board confidences and advice** **9(4)** In accordance with sections 22 and 23 of FIPPA, and subject to the exceptions set out therein and to an appeal to the board, the chair may refuse to permit the disclosure of information at a public meeting if disclosure could reasonably be expected to reveal (a) draft policies and resolutions of the board that have not been considered at a public meeting; (b) the substance of deliberations of a private board or committee meeting; (c) advice, opinions, proposals, recommendations, analyses or policy options developed for the board; (d) plans relating to the management of personnel or the administration of the board that have not yet been implemented; (e) information, including the proposed plans, policies or projects of the board, the disclosure of

		which could reasonably be expected to result in disclosure of a pending policy or budgetary decision. *The Board provided an excel document with past and present members. This document included confirmation of specific records and the dates applicable. Per review of the document, the following information was noted:* *<u>Confidentiality Agreement:</u>* *All current board members signed the confidentiality agreement form in 2016.* *Furthermore, respondents were satisfied with the Board's performance in this area (Board Conduct and Cooperation, sixth question).*

INFORMATION FROM BOARD TO DEVELOP BUDGET		
Duty/Requirement	**Source**	**City Auditor Comments**
1. Each year, the Board provides Council with an estimate of the costs required to operate the Service in the next fiscal year.	*PSA* 29(1)	MPC Manual Appendix 1: PSA, Rule #**29(1)** states: **Information from board to develop budget** 29(1) To assist the council in developing the municipal budget, the police board must provide the council with (a) an estimate of the costs required to operate the police service in the next fiscal year; and (b) any additional information that the council considers necessary to enable it to assess the financial requirements of the police service. *The following meeting minutes included recommendations relating to the operating budget and financial plan:* • *March 22, 2016- approved & confirmed per adjournment section* • *March 23, 2015- approved & confirmed per adjournment section* • *December 17, 2013- approved & confirmed per adjournment section*
2. Each year, the Board provides Council with any additional information that Council considers necessary to enable it to assess the financial requirements of the Service.	*PSA* 29(1)	MPC Manual Appendix 1: PSA, Rule #**29(1)** states: **Information from board to develop budget** 29(1) To assist the council in developing the municipal budget, the police board must provide the council with (a) an estimate of the costs required to operate the police service in the next fiscal year; and (b) any additional information that the council considers necessary to enable it to assess the

		financial requirements of the police service. *The following information was noted in the Board's meeting minutes:* • *December 17, 2013: 2014 Capital Budget, the 2015 to 2019 Five Year Forecast, and the 2014 to 2016 Operating Budget.* • *March 23, 2015: 2015 Capital Budget, 2015 Operating Budget, Financial Plan for 2016 and 2017, and 2016 to 2020 Five Year Forecast.* • *March 22, 2016: 2016 Operating Budget, Financial Plan for 2017 and 2018, Preliminary 2016 Capital Budget, and 2017 to 2021 Five Year Forecast.* *The documents above included financial information necessary for Council to assess and approve the financial requirements of the Service.*
3. Each year, the Board submits operating and capital estimates to Council that show the amounts required to maintain the Winnipeg Police Service and provide it with equipment and facilities.	By-law 19	The City of Winnipeg By-Law No. 148/2012, section # **19** states: **Police Budget** 19. The Board shall submit operating and capital estimates to Council that will show the amounts that will be required to maintain the Winnipeg Police Service and provide it with equipment and facilities. The format of the estimates, the period they cover, and the timetable for their submission shall be in accordance with City budget procedures. *Per review of the Board's meeting minutes from March 23, 2015 and March 22, 2016, it was noted that the operating budget, capital budget, and financial plan was submitted to Council. The meeting held on December 17, 2013 only included the capital and operation budget for Council.*
4. The Board submits operating and capital estimates for the Service according to the City's budget procedures and timelines.	By-law 19	The City of Winnipeg By-Law No. 148/2012, section # **19** states: **Police Budget** 19. The Board shall submit operating and capital estimates to Council that will show the amounts that will be required to maintain the Winnipeg Police Service and provide it with equipment and facilities. The format of the estimates, the period they cover, and the timetable for their submission shall be in accordance with City budget procedures. *Per review of the Board's meeting minutes from March 23, 2015 and March 22, 2016, it was noted that the operating budget, capital budget, and*

		financial plan was submitted to Council. The meeting held on December 17, 2013 only included the capital and operation budget for Council.
5. The Board provides a reasonable budget for the Service to Council.	MPC Manual 7.1	MPC Manual Section 7.1 Budget and Financial Management, Policy #**1** states: 1. The police board must submit a reasonable budget in a timely manner to the municipality's budget system for its review, consideration and approval. *Per review of the Board's meeting minutes from March 23, 2015 and March 22, 2016, it was noted that the operating budget, capital budget, and financial plan was submitted to Council. The meeting held on December 17, 2013 only included the capital and operation budget for Council.*
6. The Board provides Council with its budget estimate for the Service in a timely manner.	MPC Manual 7.1	MPC Manual Section 7.1 Budget and Financial Management, Policy #**1** states: 1. The police board must submit a reasonable budget in a timely manner to the municipality's budget system for its review, consideration and approval. *The Board staff has expressed that the Board provides its budget estimate to Council within the City's budget timeline.*
7. The Board allocates funds in such a way that adequate and effective police services are being provided and to ensure strategic goals and objectives will be met.	MPC Manual 7.1	MPC Manual Section 7.1 Budget and Financial Management, Policy #**2** states: 2. Once the budget is approved by the municipal council, the police board must allocate funds in such a way that adequate and effective policing services are being provided and to ensure the strategic goals and objectives will be met. *Respondents were satisfied with the Board's performance in this area (Financial Management, first question).*
8. The Board arrives at its estimate of the costs required to operate the Service in the next fiscal year in accordance with the process outlined in Part 8 of the Rules	Rules Part 8	The WPB Part 8 outlines processes, reporting and timeliness requirements relating to the police service budgeting, reporting and financial management activities. *The Board staff has expressed that the Board's Rules of Practice and Procedure list the dates for completing certain processes and it works towards meeting these dates, however, the Board gives precedent to meet the City's deadlines.*
9. The Board vets all budget and financial information before it is tabled with Council	MPC Manual 7.2	MPC Manual Section 7.2 Financial Reporting and Documentation, Policy #**3** states:

or any of its committees.		**3.** The police chief will ensure that his/her actions and those of the police service do not diminish the independence of the police board. Accordingly, the police chief must ensure that: (i) All information tabled with the municipal council or any of its committees with respect to the budgetary requirements or financial matters of the police service will be first vetted by the board. *The Board staff has communicated that the Board vets all budget and financial information before it is tabled with Council or its committees.* (ii) If the police chief appears before council or any of its committees, the chief will be accompanied by the board chair or designate, unless otherwise authorized by the board, or the police chief is there for an administrative matter, or is in attendance to monitor council or a committee's discussions on police related matters. *The Board staff has communicated that a board designate attends any meetings where the Police Chief appears before Council or any of its committees. This is in regards to the Service's budget or finances, unless the Police Chief has authorization from the Board.*
10. A Board designate attends any meetings where the Police Chief appears before Council or any of its committees with regard to the Service's budget or finances, unless the Police Chief is otherwise authorized by the Board.	MPC Manual 7.2	MPC Manual Section 7.2 Financial Reporting and Documentation, Policy #**2** states: 3. The police chief will ensure that his/her actions and those of the police service do not diminish the independence of the police board. Accordingly, the police chief must ensure that: (i) All information tabled with the municipal council or any of its committees with respect to the budgetary requirements or financial matters of the police service will be first vetted by the board. *The Board staff has communicated that the Board vets all budget and financial information before it is tabled with Council or its committees.* (ii) If the police chief appears before council or any of its committees, the chief will be accompanied by the board chair or designate, unless otherwise authorized by the board, or the police chief is there for an administrative matter, or is in attendance to monitor council or a committee's discussions on police related matters. *The Board staff has communicated that a board*

		designate attends any meetings where the Police Chief appears before Council or any of its committees. This is in regards to the Service's budget or finances, unless the Police Chief has authorization from the Board.
11. The Board ensures the Service makes available all required documents for the purpose of complying with the annual municipal financial audit.	MPC Manual 7.2	MPC Manual Section 7.2 Financial Reporting and Documentation, Policy **#4** states: 4. The police service must make available all required documents for the purpose of complying with the annual municipal financial audit. *The Board staff has expressed that the Board provides all the required documents for the annual municipal financial audit.*

BOARD TO ALLOCATE FUNDS		
Duty/Requirement	**Source**	**City Auditor Comments**
1. Each year, the Board allocates the funds that are provided to the Service under the municipal budget.	*PSA* 29(3)	MPC Manual Appendix 1: PSA, Division 2-Police Boards section, rule **29(3)** states: **Police board to allocate funds** 29(3) The police board is responsible for allocating the funds that are provided to the police service under the municipal budget. *Per review of the Board's meeting minutes, it was noted that the Board allocated funds to the budget with assistance from the Budget and Finance Sub-Committee. The allocation was based on various factors and approved annually for 2014 to 2016 inclusive.*

AUTHORITY OF THE VICE-CHAIR		
Duty/Requirement	**Source**	**City Auditor Comments**
1. The Vice-Chair acts on behalf of the Chair when the Chair is unable to assume his duties.	*PSA* 32(2); MPC Manual, 4.2	Under the MPC Manual Division 2 Police Boards Section, item **#32** states: **Authority of vice-chair** **32(2)** The vice-chair has the authority of the chair when the chair is absent or unable to act, or when authorized by the chair. *The Board staff has expressed that the Board follows this process.*

PROCEDURE		
Duty/Requirement	**Source**	**City Auditor Comments**
1. Subject to the requirements of the *Police Services Act*, the	*PSA* 33	Under the MPC Manual Division 2 Police Boards Section, item **#33** with sub-title Procedure:

Board determines its own rules of practice and procedure.		**33** Subject to the requirements of this act, a police board may determine its own practice and procedures. *Per review of the Board's website, it was noted that the Board has its own Rules of Practice and Procedure document.*
2. Where the Act and the MPC Manual do not provide guidelines for a particular practice, the Board creates practices and procedures to guide its work.	MPC Manual, 4.4	MPC Manual Part 4.4 Practices and Procedures Policy # **1** states: **1.** Where the PSA and the Manitoba Police Board Policy and Procedure Manual do not provide guidelines for a particular practice, the police board must create practices and procedures to guide its work. *The Board staff has expressed that the Board create practices and procedures to guide its work. This is further supported by the Board's Rules of Practice and Procedure.*
3. Practices and procedures are adopted with the approval of a majority of Board members.	MPC Manual, 4.4	MPC Manual Part 4.4 Practices and Procedures Policy # **2** states: **2.** Any practices or procedures determined by the police board must be voted upon and passed by a majority of board members. *The Board staff has expressed that all motions are approved at the meetings with majority of the Board members.*
4. The Board puts its practices, procedures and rules in writing.	MPC Manual, 4.4	MPC Manual Part 4.4 Practices and Procedures Policy # **3** states: **3.** Police boards must put their practices, procedures and rules in writing, and retain then for future reference by all police board members. *The Board staff has documented the Board's practices, procedures and rules in writing under the Board's Rules of Practice and Procedure.*
5. The Board establishes and codifies its practices and procedures around meetings.	MPC Manual 4.5	MPC Manual Part 4.5 Regular and Private Meetings Procedure # **3** states: **3.** The police board should create and codify their own practices and procedures around meetings. *The Board staff has communicated that the Board has established and codified its Rules of Practice and Procedure around its meetings.*
6. The Board observes its Rules of Practice and Procedure during meetings.	Rules 5(1)	The WPB Rules of Practice and Procedure Part 2 Board meeting Procedures Rule 5(1) states:

		Rules to be observed **5(1)** Subject to subsection (3), board members, the police chief, the executive director and the clerk must observe the practices and procedures set out in this Part in respect of board meetings. *Respondents were satisfied with the Board's performance in this area (Board Meetings, second question).*
7. The Board Chair refers to Robert's Rules of Order for procedures that are not set out by the Board's Rules.	Rules 5(2)	The WPB Rules of Practice and Procedure Part 2 Board meeting Procedures Rule 5(2) states: **Application of Robert's Rules of Order** **5(2)** In cases where this Part does not set out the procedure to be observed, the chair must determine the appropriate procedure with reference to the most recent revision of Robert's Rules of Order, subject to an appeal to the board. *Respondents were satisfied with the Board's performance in this area (Board Meetings, ninth question).*
8. The Board ensures it has the support of two-thirds of its members before suspending the Rules in a meeting.	Rules 5(3)	The WPB Rules of Practice and Procedure Part 2 Board meeting Procedures Rule 5(3) states: **Suspension of rules** **5(3)** The board may suspend a rule by a vote of the two-thirds of the board members present, except in cases whereby some other vote is specifically required. *The Board staff has communicated that the Board ensures support from two-thirds of its members before suspending rules in a meeting.*

PUBLIC MEETINGS		
Duty/Requirement	**Source**	**City Auditor Comments**
1. The Board holds a meeting at least once every three months.	*PSA* 34(1)	MPC Manual Division 2-Police Boards Section, Policy # **34(1**), states: **Meetings** **34(1)** The police board must hold a meeting at least once every three months. *Upon review of the Board's meeting minutes, it was noted that meetings have been held from 2013 to 2016. In 2013, there were five board meetings; however, there have been eight to ten meetings for the remaining years. The Board was established in June of 2013, which explains why there were fewer meetings held in that year compared to the remaining years.*

2. Subject to subsection 34(3) of the Act, Board meetings are open to the public and the Board gives public notice of its meetings in the prescribed manner.	*PSA* 34(2)	MPC Manual Appendix 1: PSA, Division 2-Police Boards Section, Policy # **34(2)**, states: **Public meetings** **34(2)** Subject to subsection (3), meetings of the police board must be open to the public and the board must give public notice of its meetings in the prescribed manner. *The Board's website includes the following information for board meetings:* • *Dates* • *Times* • *Locations* • *Duration* • *Any changes (i.e. rescheduled)*
3. The Board holds a minimum of nine monthly meetings per year.	By-law 14, MPC Manual 4.6	The WPB by-law 148/2012 item # **14**, states: **Meetings** **14.** The Board shall hold a minimum of nine (9) monthly meetings per year. MPC Manual Section **4.6** Notice of Meetings the Legislative framework section, states: Pursuant to sections 34(1) and 34(2) of the PSA, police board meetings must be held at least once every three months and all regular meetings of the police board must be open to the public. *Per review of the Board's meeting minutes, it was observed that there were ten meetings in 2014, 2015 and 2016. The last meeting in 2016 was held on December 6th.*
4. The Board permits all members of the public to be present and heard at meetings unless the meeting or a portion thereof is identified as being private.	*PSA* 34(2), MPC Manual 4.6	MPC Manual Section 4.6 Notice of Meetings Policy #**2,** states: **2.** All members of the public are entitled to be present and heard at a police board meeting, unless the meeting or a portion thereof is identified as being private. MPC Manual Appendix 1: The PSA section 34(2), states that: **Public meetings** **34(2)** Subject to subsection (3), meetings of the police board must be open to the public and the board must give public notice of its meetings in the prescribed manner. *The Board staff has expressed that all Board*

		meetings have been open to the public. The Board's website outlines information related to meeting dates and locations for the year.
5. The Board gives public notice of its meetings on the City website at least 21 days before a regular meeting.	*PSA* 34(2), MPC Manual 4.6	MPC Manual Section 4.6 Notice of Meetings Policy #3, states that: **3.** At least 21 days before the day of a scheduled municipal police board meeting, as required by the Police Board Regulation, the board must give public notice of a board meeting by positing the notice in the office of the municipality as well as on the municipality's website. *Per review of the Board's website, it was observed that it has information related to upcoming meetings and is available to the public (i.e. there was information related to the December 6, 2016 meeting by November 15th).*
6. The Police Chief is invited to attend regular Board meetings.	MPC Manual 3.4	MPC Manual section 3.4 Communication policy, procedure **#5** states: **5.** The police board shall invite the police chief to attend regularly scheduled meetings of the police board. *The Board staff has expressed that the Police Chief is invited to attend regular board meetings.*
7. The Board allows the public to attend all Board meetings, unless the meeting or a portion thereof qualifies as needing to be held in private.	MPC Manual 4.5	MPC Manual section 4.5 Regular and Private Meetings, Policy # **1** states: **1.** The police board must allow the public to attend all meetings of the municipal police board, unless the meeting or a portion thereof qualifies as needing to be held in private. *The Board's website provides the public information on board meetings such as the dates and time.* *Additionally, the Board staff has communicated that all regular board meetings are held in a Committee room at 510 Main and have been broadcast online since February 2015.*
8. Public notices for meetings set out the time, date and location of the meeting.	MPC Manual, 4.6	MPC Manual Section 4.6 Notice of Meetings Policy **#3**, states that: **4.** The public notice must set out the time, date and location of the meeting. *The Board's website includes the following information for board meetings:* • *Dates* • *Times*

		• *Locations* • *Duration* • *Any changes (i.e. rescheduled)*
9. The Board posts a meeting schedule for the next year by December 15.	Rules 6(1), MPC Manual 4.6	The WPB Rules of Practice and Procedure rule **6(1)** states: **Regular board meeting schedule to be published** **6(1)** Before December 15 of each year, the board must publish a schedule of the regular monthly meetings that it plans to hold the following year, which must be a minimum of nine meetings with a summer break of a maximum of 90 days. MPC Manual Section 4.6 Notice of Meetings Policy **#1**, states that: **1.** At the beginning of each fiscal year, the municipal police board shall post the meeting schedule for a minimum of four police board meetings, spaced three months apart. *The Board staff has expressed that the Board posts the meeting schedule for the upcoming year by December 15th.* *The 2017 meeting dates were noted on the Board's website.*
10. Agendas are prepared for each Board meeting by the Executive Director, with input from the Board Chair and liaison officer.	Rules 8(1)	The WPB Rules of Practice and Procedure rule **8(1)** states: **Board agendas** **8(1)** The executive director must prepare an agenda for each regular board meeting after consultation with the board chair and the liaison officer, and in accordance with the direction of the board chair. *The Board staff has stated that an agenda is prepared for each board meeting by the Executive Director, with input from the Board Chair and liaison officer. The agenda and meeting minutes are available on the Board's website and accessible to the public.*
11. Meeting agendas, reports, and supporting materials are published at least 3 days prior to meetings, excluding holidays.	Rules 8(3)	The WPB Rules of Practice and Procedure rule **8(3)** states: **Agenda material to be published** **8(3)** The clerk must provide the agenda of each regular board meeting, copies of board committee reports and all other supporting materials that are to be considered at the meeting to board members and must cause them to be published at least 3 days preceding the meeting, excluding holidays.

		The Board staff has expressed that agendas are prepared for every meeting, however, the, materials that are presented during each meeting are not always available three days prior to the meetings.
12. If the Board calls a special meeting, it does not consider or decide any matter not set forth in the meeting notice without the consent of all Board members present.	Rules 8(5)	The WPB Rules of Practice and Procedure rule **8(5)** states: **Restriction on agenda of special meeting** **8(5**) The board must not consider or decide any matter not set forth in the notice calling a special meeting without the consent of all board members present. *The Board staff has confirmed that the Board is in compliance with this requirement.* *Respondents were satisfied with the Board's performance in this area (Board Meetings, first question).*
13. The Board meets in private when required to do so under subsection 9(1) of its Rules.	Rules 9(1)	The WPB Rules of Practice and Procedure rule **9(1)** states: **Private meetings** **9(1)** In accordance with and without restricting the generality of subsection 34(3) of the Act, the following matters are deemed to involve public security or sensitive financial or personal information and, when considered by the Board, must be considered at a private meeting: (a) a critical event; (b) the review of a draft budget and related detailed submissions and advice carried out in accordance with chapter 7.1 of the commission manual; (c) any matter that would involve the disclosure of information in contravention of FIPPA or The Personal Health Information Act, C.C.S.M. c. P33.5; (d) a personnel or discipline matter. *The Board staff has communicated that the Board has held private meetings when situations outlined under rule 9(1) have occurred.*
14. The Chair publicly reports on the fact and general nature of private meetings in accordance with subsection 9(3) of the Rules.	Rules 9(3)	The WPB Rules of Practice and Procedure rule **9(3)** states: **Disclosure of private meeting** **9(3)** If the board holds a special private meeting between regular board meetings, the chair must publicly report at the next regular board meeting (a) the fact of the holding and the time of the private

		meeting; and (b) the general nature of the matter considered at the private meeting. *The Board staff has expressed that the Chair has publicly reported on the fact and general nature of private meetings after they occur as dictated by rule 9(3).*
15. Board meetings are attended by and include reports from the Police Chief in accordance with section 10 of the Rules.	Rules 10	The WPB Rules of Practice Rules **10** state: **Attendance of police chief** **10(1) T**he police chief must attend all public board meetings unless he or she is excused or excluded by resolution of the board, or is on authorized leave. Police chief's report **10(2)** At each board meeting, the police chief must provide a report on matters **(a)** referred to the chief by the board at its previous meeting; or **(b)** placed on the published board agenda for a report from the chief as required by or in accordance with these rules. **Additional information and advice** **10(3)** At a board meeting the police chief may also provide information and advice on **(a)** any other matter before the meeting, at the request the chair; and **(b)** any urgent matter of which the chief is of the opinion the board should be informed at the meeting, with leave of the chair. *The Board staff has expressed that the Police Chief has attended all of the board meetings or has been appropriately excused since the Board's formation in 2013. Also, the Board staff has communicated that reporting has occurred in line with Rules 10.* *Furthermore, the 2013 to 2016 meeting minutes were reviewed and it was observed that the Police Chief attended all board meetings or was appropriately excused.*
16. Board meetings are attended by and include reports from the Executive Director in accordance with section 11 of the Rules.	Rules 11	The WPB Rules of Practice Rules **11** state: **Attendance of executive director** **11(1)** The executive director must attend all board meetings unless he or she is excused or is excluded by the board chair, or is on authorized leave. Executive director's report

		11(2) At each board meeting, the executive director **(a)** must provide a report on the progress that the executive director has made in carrying out the responsibilities of the office in support of the board's duties under the Act; and **(b)** may provide information and advice on any issue before the meeting at the request of the board chair. *The Board staff has expressed that the Executive Director has attended all of the Board meetings or has been appropriately excused since the Board's inception in 2013. Also, the Board staff has expressed that reporting has occurred in line with Rules 11.* *Furthermore, the 2013 to 2016 meeting minutes were reviewed and it was noted that the Executive Director attended all board meetings or was appropriately excused.*
17. The Board accepts delegations from citizens in accordance with section 12 and 13 of the Rules.	Rules 12, 13	The WPB Rules of Practice Rules **12 & 13** state: **Citizen requests to address the board** **12(1)** A citizen may request that a matter of concern to the citizen be added to the agenda of a board meeting by means of a written submission to the executive director that (a) contains the reasons for the request and provides relevant information to demonstrate that (i) the matter is within the jurisdiction of the board, (ii) is of material significance to the board's purposes under the Act, and (iii) either a. the citizen has exhausted all other processes available to address the matter, or b. a process available to address the matter is inadequate for its purpose or is being improperly administered; (b) if the board has previously considered the matter, sets out new information of material significance since the board last considered the matter; and (c) is received by the executive director at least 14 days before the meeting at which the citizen seeks to have the matter added to the agenda. **Executive director to make a recommendation** **12(2)** The executive director must, without undue delay, review a submission made by a citizen in accordance with subsection (1) and submit a recommendation to the board chair on whether or not the matter of concern to the citizen should be placed on the agenda of a board meeting. **Inclusion on agenda**

		12(3) If the board chair, after consideration of the citizen's submission and the recommendation of the executive director, is satisfied that the matter should be placed on the agenda of a board meeting, the executive director must place the matter on the published agenda of the next board meeting. **Executive director to inform citizen** **12(4)** If the board chair determines that the matter of concern to the citizen should not be placed on the board meeting agenda, the executive director must (a) inform the citizen of the chair's decision; and **Notice of intention to address the board** **13(1)** A citizen who wishes to speak at a board meeting on a matter which appears on the agenda of that meeting must register his or her intention in writing to the executive director not later than 1:00 p.m. on the business day preceding the meeting. **When subject not on agenda** **13(2)** If the matter about which the citizen wishes to speak is not on the agenda, the executive director must inform the citizen of his or her right under section 12 to request that the matter be included in the agenda of a future board meeting. **Written submissions** **13(3)** The board may accept and consider a written submission from a citizen on a matter which appears on the agenda of the board if (a) the citizen has registered to speak at the meeting in accordance with subsection (1); or (b) the submission has been received by the executive director not later than 1:00 p.m. on the business day preceding the meeting. *The Board staff has expressed that the Board accepts delegations from citizens in accordance with section 12 & 13 of the WPB Rules of Practice and Procedure.*
18. The Chair presides over Board meetings in accordance with section 15 of the Rules.	Rules 15	The WPB Rules of Practice and Procedure, rule **#15(1)** states: **Chair to preside** **15(1)** The chair presides, maintains order and decorum, and decides questions of order at meetings of the board, subject to an appeal to the board. **Specific duties of chair** **15(2)** The chair must, (a) as soon as a quorum is present, commence the board meeting by taking the chair and calling the board members to order; (b) announce the business before the board and the order in which it is to be acted upon; (c) receive and submit, in proper manner, all

		motions presented by board members; (d) subject to clause (3)(a), put to a vote all motions which are moved or which necessarily arise in the course of the proceedings, and announce the result; (e) enforce on all occasions the rules of procedure and the observance of order and decorum during the meeting; and (f) adjourn the meeting when the business is completed or upon a motion to adjourn. **Specific powers of chair** **15(3)** The chair may, (a) when he or she determines a motion contravenes these rules or is beyond the jurisdiction of the board, decline to put the motion to a vote; (b) when he or she finds it is not possible to maintain order, adjourn or suspend the meeting to a time and place specified by him or her, without any motion being put; and (c) when he or she deems it proper, permit any question to be asked of the police chief or his designate by a board member, through the chair, in order to provide information to assist any debate. **Absence of chair** **15(4)** In the absence of the board chair, the board vice-chair may exercise the powers and duties of the chair. **Absence of both** **15(5)** In the absence of the board chair and vice-chair, the board may elect a board member who may exercise the powers and duties of the chair at the meeting. *The Board staff has confirmed that the Board Chair presides over Board meetings in accordance with the Rules.* *Respondents were satisfied with the Board's performance in this area (Board Meetings, second question).*
19. Board members conduct themselves in meetings in accordance with subsection 16(1) of the Rules.	Rules 16(1)	The WPB Rules of Practice and Procedure, rule #**16(1)** states: **Board member decorum** **16(1)** During a board meeting, a board member must not (a) engage in private conversation or any other activity in such a manner as to interrupt or disrupt the business of the board, or as to show disrespect to another board member or a member of the public; (b) use offensive or disorderly words; (c) speak on any subject other than the subject in debate; (d) interrupt any speaker, except to seek leave of

		the chair to raise a point of order or privilege; or (e) disobey the decision of the chair or of the board on questions of order or procedure or upon the interpretation of these rules. *The Board staff has confirmed that Board members conduct themselves in meetings in accordance with the Rules.* *Respondents were satisfied with the Board's performance in this area (Board Meetings, third question).*

TRAINING		
Duty/Requirement	**Source**	**City Auditor Comments**
1. Every Board member participates in training arranged by the Manitoba Police Commission.	*PSA* 36	MPC Manual, Appendix 1: PSA, Division 2: Police Boards, rule **#36** states: **Training** 36 Every member of the police board must undergo training arranged by the commission. *The Board staff has expressed that every member participates in training arranged by the MPC.*
2. The Board provides orientation and training on its own policies and procedures.	MPC Manual 3.7	MPC Manual section 3.7 Board Member Orientation and Training, policy **#2** states: 2. Each municipal police board shall provide orientation and training on any policies and procedures specific to its own municipal police board. *The Board staff has expressed that every Board member participates in training arranged by the MPC. As well as the Chair providing new members with a copy of the PSA, Police Board Member Policy and Procedures Manual, and for any additional policies that may be used by the WPS.* *Additionally, respondents were satisfied with the Board's performance in this area (Board Training and Capacity, second question). However, there appears to be room for improvement as the Board received an average score of 2.50, which is on the borderline of satisfied and unsatisfied.*
3. The Board arranges additional training for its members on an as-needed basis on topics deemed of interest and importance and that will assist Board members in fulfilling their responsibilities	MPC Manual 3.7	MPC Manual section 3.7 Board Member Orientation and Training, policy **#3** states: **3.** Municipal police boards will arrange additional training for their members on an as needed basis on topics deemed of interest and importance to the municipality and that will assist police board

under the Act.		members in fulfilling their responsibilities under the PSA. *The Board staff has confirmed that additional training has been arranged for Board members on an as-needed basis.* *Also, respondents were satisfied with the Board's performance in this area (Board Training and Capacity, third question).*
4. Upon appointment, Board members are provided with a copy of the *Police Services Act*, the Board's Rules of Practice and Procedure and the MPC Manual.	MPC Manual 3.7, 3.8	MPC Manual section 3.7 Board Member Orientation and Training, procedure #**1** states: **1.** Upon appointment of a new board member, the chair of the police board shall contact the appointee and provide him or her with a copy of the PSA, the Police board member policy and procedure manual as well as a copy of any policies and procedures specific to that particular municipal police board. *The Board staff has expressed that the Chair provides new members with a copy of the PSA, Police Board Member Policy and Procedure Manual, as well as any additional policies that may be used may the WPS.* MPC Manual section 3.8 Board Policy & Procedure Manual, procedure #**1** states: 1. The chair will ensure that every police board member, upon being appointed, is provided with a copy of *The Manitoba Police Board Policy and Procedure Manual*. *The Board staff has communicated that the Chair ensures new members are provided with a copy of the MPC Manual.*
5. The Board records in each member's personnel file that the member has received an orientation and training session from the Manitoba Police Commission.	MPC Manual 3.7	MPC Manual section 3.7 Board Member Orientation and Training, procedure #**3** states: **3.** The chair of the board shall indicate in the police board member's personnel file that he or she has received an orientation and training session arranged by the Manitoba Police Commission. *The Board staff has expressed that attendance reports are kept for each board member as support to corroborate orientation and training session attendance.*
6. Board members undertake any additional training provided by the Board.	MPC Manual 3.7	MPC Manual section 3.7 Board Member Orientation and Training, procedure #**4** states: 4. Police board members shall undertake any

		additional training provided by their municipal police board. *The Board staff has confirmed that Board members attend additional training whenever possible; there are cases on occasion where all Board members have not been available on the dates of the training.* *Additionally, respondents were satisfied with the Board's performance in this area (Board Training and Capacity, fourth question).*

REMUNERATION		
Duty/Requirement	**Source**	**City Auditor Comments**
1. Citizen members are remunerated at the rate of $109 for meetings of 4 hours or less, or $190 in the case of the Vice-Chair.	By-law 16	The City of Winnipeg By-Law No. 148/2012, section **#16** states: **Remuneration** 16. Citizen members of the Board shall be paid the following remuneration by the City for time spent in attendance at meetings of the Board, including public consultations: (a) Chair and Vice Chair: (i) $190.00 for four (4) meeting hours or less; (ii) $336.00 for more than four (4) meeting hours. (b) Other Citizen members: (i) $109.00 for four (4) meeting hours or less; or (ii) $192.00 for more than four (4) meeting hours. *The Board's Annual Reports (under the financial information section) include a summary of the Board's remuneration as follows:* *<u>2013:</u> The Winnipeg Police Board By-Law provides for the following remuneration:* • *Regular members: $109 for 4 hours or less or $192 for more than 4 hours* • *Vice-Chair and Chair: $190 for 4 hours or less or $336 for more than 4 hours* *<u>2014:</u> The Winnipeg Police Board By-law states that citizen members of the Board shall receive the following remuneration:* *Regular members* • *$109 for meetings of 4 hours or less* • *$192 for meetings over 4 hours* *Chair and Vice-Chair* • *$190 for meetings of 4 hours or less* • *$336 for meetings over 4 hours*
2. Citizen members are remunerated at the rate of $192 for meetings of over 4	By-law 16	The City of Winnipeg By-Law No. 148/2012, section **#16** states:

hours, or $336 in the case of the Vice-Chair.		**Remuneration** 16. Citizen members of the Board shall be paid the following remuneration by the City for time spent in attendance at meetings of the Board, including public consultations: (a) Chair and Vice Chair: (i) $190.00 for four (4) meeting hours or less; (ii) $336.00 for more than four (4) meeting hours. (b) Other Citizen members: (i) $109.00 for four (4) meeting hours or less; or (ii) $192.00 for more than four (4) meeting hours. *The Board's Annual Reports (under the financial information section) include a summary of the Board's remuneration as follows:* *<u>2013:</u> The Winnipeg Police Board By-Law provides for the following remuneration:* • *Regular members: $109 for 4 hours or less or $192 for more than 4 hours* • *Vice-Chair and Chair: $190 for 4 hours or less or $336 for more than 4 hours* *<u>2014:</u> The Winnipeg Police Board By-law states that citizen members of the Board shall receive the following remuneration:* *Regular members* • *$109 for meetings of 4 hours or less* • *$192 for meetings over 4 hours* *Chair and Vice-Chair* • *$190 for meetings of 4 hours or less* • *$336 for meetings over 4 hours*
3. The Board makes itself aware of and adheres to circumstances in which remuneration for Board members can be claimed from the municipality.	MPC Manual, 4.7	MPC Manual section 4.7 Remuneration, Policy #**1**, states that: **1.** The Board makes itself aware of and adheres to circumstances, if any, in which remuneration for Board members can be claimed from the municipality. *The Board staff has expressed that members are aware of and adhere to specifications included in the policy.*

PUBLIC CONSULTATIONS		
Duty/Requirement	**Source**	**City Auditor Comments**
1. The Board annually holds a minimum of two public consultations to solicit community input on public safety issues and priorities.	By-law 15	The City of Winnipeg By-Law No. 148/2012, section #**15** states: **15.** In addition, the Board shall annually hold a minimum of two additional public consultations to solicit community input on public safety issues and

		priorities, which public consultations shall be held in locations throughout the city. *The Board's website has a public consultation section, which included the following information:* • *In 2014, there were a total of 6 Public consultations held all in different locations.* • *In 2015 there were a total of 3 Public consultations held all in different locations.* • *In 2016 there were a total of 3 Public consultations held all in different locations.*
2. The Board holds its annual public consultation meetings at locations throughout the city.	By-law 15	The City of Winnipeg By-Law No. 148/2012, section **#15** states: **15.** In addition, the Board shall annually hold a minimum of two additional public consultations to solicit community input on public safety issues and priorities, which public consultations shall be held in locations throughout the city. *The Board's website has a public consultation section, which included the following information:* • *In 2014, there were a total of 6 Public consultations held all in different locations.* • *In 2015 there were a total of 3 Public consultations held all in different locations.* • *In 2016 there were a total of 3 Public consultations held all in different locations.*

ANNUAL REPORT		
Duty/Requirement	**Source**	**City Auditor Comments**
1. At the end of each year, the Board issues an annual report to Council for information through the Standing Policy Committee on Protection, Community Services and Parks, which includes a summary of the Board's activities for the year.	By-law 22	The City of Winnipeg By-Law No. 148/2012, section **#22** states: **22.** At the end of each year, the Board shall issue an annual report to Council for information through the Standing Policy Committee on Protection, Community Services and Parks, which annual report shall include a summary of the Board's activities for the year. *The SPC on Protection, Community Services and Parks had meetings on September 15, 2014, June 29, 2015, and October 14, 2016. The following information was noted:* • *Agenda #129 – 2013 WPB Annual Report: the report includes an update on the Board's 2013 activities and achievements, board meeting dates, their strategic plan progress,*

		and current status of items, etc. • *Agenda #1 – 2014 WPB Annual Report: the report includes an update on the Board's 2014 activities and achievements, board meeting dates, their strategic plan progress, and current status of items, etc.* • *Agenda #2 – 2015 WPB Annual Report: includes an update on the Board's 2015 activities and achievements, board meeting dates, their strategic plan progress, and current status of items, etc.*
2. The Board prepares annual audited financial statements for the Board Budget and the Winnipeg Police Service budget which the Board submits to Council for information through the Standing Policy Committee on Protection, Community Services and Parks.	By-law 23	The City of Winnipeg By-Law No. 148/2012, section #**23** states: **23.** The Board shall prepare annual audited financial statements for the Board Budget and the Winnipeg Police Service budget which shall be submitted to Council for information through the Standing Policy Committee on Protection, Community Services and Parks. *The annual report was presented at the September 15, 2014 meeting to the SPC on Protection, Community Services and Parks. It included audited financial information on the 2013 Police Service spending (section 5 - financial information item 5.1) and the Board's 2013 audited financial information (item 5.2).* *The annual report was presented at the June 29, 2015 meeting to the SPC on Protection, Community Services and Parks. It included the Board's 2014 audited financial statements (section 5 - financial information item 5.1) and an audited statement of revenues and expenses for the WPS (on page 28).* *The annual report was presented at the October 14, 2016 meeting to the SPC on Protection, Community Services and Parks. It included the Board's 2015 financial information (page 17).*
3. The Board completes an annual report.	MPC Manual 5.2	MPC Manual section 5.2 Annual Report, Procedure #**1** states: **1. T**he police board must have an annual report completed and submitted to the Manitoba Police Commission no later than three months after the end of the police board's fiscal year. *Electronic copies of the annual reports from 2013 to 2015 can be found on the Board's website under the publications section, which is accessible to the general public.*

		The Board staff has expressed that the Board shares annual reports with the MPC.
4. The Board submits its annual report to the Manitoba Police Commission by March 31 of each year.	MPC Manual 5.2	MPC Manual section 5.2 Annual Report, Procedure **#1** states: **1.** The police board must have an annual report completed and submitted to the Manitoba Police Commission no later than three months after the end of the police board's fiscal year. *The Board staff has communicated that the Board's audited financial statements are not ready by March 31st, so the Board obtains an extension from the MPC each year.*
5. The Board's annual report meets the requirements of 5.2.2 of the MPC Manual.	MPC Manual 5.2	MPC Manual section 5.2 Annual Report, Policy **#2** states: **2.** The annual report must include the following: *Please refer to the details observed from the Board's annual reports in items (a) through (e) that follow:* a. a progress report on the strategic objectives, goals and/or tactics identified by the police board in their strategic plan; • *Included under: Adopting a Vision for Community Safety in Winnipeg.* b. highlights of activities and achievements throughout the year; • *Included under: A Year of Activity & Achievement heading & Committee Highlights heading.* c. a breakdown of police service spending for the year, including the total amount of honoraria paid to each police board member (see policy 4.7 Remuneration); • *Included as part of the financial audited statements. (refer to conclusion below)* d. a reporting of the number of police board meetings held in the fiscal year including private meetings; and, • *Included under: Financial Information.* e. the minutes of any regular meetings of the police board in the form of an appendix to the annual report. • *Links for meeting minutes provided in the report* *The 2015 annual report was reviewed and all of the items referenced above were included in the report*

		(page 5). Audited statements for the Board's annual expenditures were also mentioned.
6. The annual report receives Board approval prior to public distribution.	MPC Manual 5.2	MPC Manual section 5.2 Annual Report, Procedure #**3** states: **3.** The annual report shall receive the approval of the police board prior to public distribution. *Per review of the Board's meeting minutes, the following items were noted:* • *The June 6, 2014 meeting included the 2013 draft annual report which was submitted for approval. The Board approved the report in item no. 105.* • *The June 5, 2015 meeting had a copy of the 2014 annual report that was submitted for approval. The Board approved the report in item no. 11.* • *The September 9, 2016 meeting had a copy of the 2015 annual report that was submitted for approval. The Board approved the report in item no. 12.*
7. Once approved, the annual report is published on the Board's website and shared with the MPC.	MPC Manual 5.2	MPC Manual section 5.2 Annual Report, Procedure #**4** states: **4.** Once approved, a copy of the annual report shall be placed on the website of the municipality and a copy sent to the Manitoba Police Commission. *Electronic copies of the annual reports from 2013 to 2015 can be found on the Board's website under the publications section, which is accessible to the general public.* *Additionally, the Board staff has expressed that the Board shares annual reports with the MPC.*

FINANCIAL REPORTING		
Duty/Requirement	**Source**	**City Auditor Comments**
1. The Board shall provide a quarterly update on the Board Budget and the Winnipeg Police Service Budget to the Standing Policy Committee on Finance for information.	By-law 24	The City of Winnipeg By-Law No. 148/2012, # **24** states: **24.** The Board shall provide a quarterly update on the Board budget and the Winnipeg Police Service Budget to the Standing Policy Committee on Finance for information. *The SPC on Finance meeting minutes included the following information:* • *June 24, 2016: WPB 2016 Quarterly update Agenda item #10.*

		• *April 7, 2016: WPB 2015 Budget quarterly update agenda item #7.* • *January 15, 2016: WPB 2015 Quarterly Budget Update item # 3.* • *September 17, 2015: WPB 2015 Quarterly Budget Update item #9.* • *May 7, 2015: WPB 2014 Quarterly Budget Update item #2.* • *January 8, 2015: WPB 2014 Quarterly Budget Update.* • *November 20, 2014: WPB & WPS 2014 Quarterly Budget Update item #10.* *No other meeting minutes were available on the website as the Board was created in 2013.*
2. The Board provides records requested by Council to assess the effectiveness and efficiency of the Winnipeg Police Service in respect to funds provided by Council.	By-law 25	The City of Winnipeg By-Law No. 148/2012, # **25** states: **25.** In order to assess the effectiveness and efficiency of the Winnipeg Police Service in respect of the funds provided by Council: (a) Council may request Records from the Board and the Board shall provide the Records requested; and (b) Council may direct the City Auditor or external auditors to audit any Records provided. *The Board staff has expressed that the Board delivers records requested by Council to assess the effectiveness and efficiency of the WPS in respect to funds provided by Council.* *Per review of the Board's meeting minutes, it was noted that the Board provides quarterly budget updates to the SPC of Finance. The WPS submits the reports to the Board for review and approval prior to sending the reports to the SPC of Finance.*
3. The Board ensures the Service's regular financial reports include a written analysis that also incorporate a risk assessment and disclosure of any activity that is likely to significantly alter the organization's deficit surplus position.	MPC Manual 7.2	MPC Manual section 7.2 Financial Reporting Documentation, Policy **#1** states: **1.** The police board will require the police chief to produce regular financial reports to be submitted to the board, which will include an analysis of revenues and expenditures. *The 2016 WPS Financial reports were reviewed. They included information on revenues, expenses, capital expenditures, overtime, risks, complement, financial outlook, salaries and wages, other expenditures and a financial summary* *Additionally, respondents were satisfied with the Board's performance in this area (Financial*

		Management, second question).
4. The Board manages its budget in accordance with Part 7 of the Rules.	Rules Part 7	MPC Rules of Practice and procedure Part 7 covers Police Board budgeting, reporting and financial management. *The Board staff has expressed that the Board manages the budget in accordance with Part 7 of the Rules.*

RECORD RETENTION		
Duty/Requirement	**Source**	**City Auditor Comments**
1. The Board complies with retention and disposition schedules in accordance with the City's Records Management By-law No. 86/2010 as amended or replaced from time to time.	By-law 26	Winnipeg By-Law No. 148/2012, Section 26 states: **Record Retention** 26. All Records shall be subject to retention and disposition schedules in accordance with the City's Records Management By-law No. 86/2010 as amended or replaced from time to time. *The By-law has established different retention and disposition timelines for different types of records.* *The Board staff has expressed that the Board has retained all records and no dispositions have been made as the Board's formation was in 2013.*

CONTRACTUAL AUTHORITY		
Duty/Requirement	**Source**	**City Auditor Comments**
1. Where the Board enters into agreements to purchase goods, retain services, employ staff or lease office space, it conforms to the City's procurement policies, procedures, standards and guidelines.	By-law 27	Winnipeg By-Law No. 148/2012, Section 27 states: **Contractual Authority** 27. The Board is authorized to approve and enter into all of the following agreements necessarily incidental to the day-to-day operations of the Board: (a) agreements to purchase goods or retain the services of an individual or corporation as related to the operations of the Board; (b) agreements for employment of Board staff; and (c) agreements to lease office space for the Board; where the expenditure is included in an approved Board Budget, and the process conforms with the City's procurement policies, procedures, standards and guidelines. *The Board staff has expressed that all agreements the Board enters into are in compliance with the City's procedures, standards, and guidelines.*

APPLICABILITY OF CITY POLICIES, PROCEDURES, STANDARDS AND GUIDELINES		
Duty/Requirement	**Source**	**City Auditor Comments**
1. The Board operates pursuant to all applicable City policies, procedures, standards and guidelines.	By-law 28	Winnipeg By-Law No. 148/2012, Section 28 states: **Applicability of City Policies, Procedures, Standards and Guidelines** 28. The Board is bound by and shall operate pursuant to all City policies, procedures, standards and guidelines. *The Board staff has expressed that the Board operates in accordance with all City policies, procedures, standards and guidelines.*