Winnipeg | Audit

Winnipeg Police Board Effectiveness Evaluation

March 2020

Independent Report

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To the members of the Winnipeg Police Board:

Thank you for the opportunity to perform the 2019 Effectiveness Evaluation.

Our evaluation consisted of administering the Board's evaluation questionnaires (Appendix 1), and reviewing support for the Board's compliance checklist (Appendix 2). We've summarized our observations here, with further detail in the report.

Our mandate and professional standards set limits on the work we can perform. The 2019 Effectiveness Evaluation was performed as an "agreed-upon procedures engagement" (see Appendix 3 for our engagement letter). These engagements are limited to performing, and providing observations on, procedures selected by the Board. The professional standards also require that we obtain written representations from the Board and Board staff on the fulfillment of responsibilities relating to the engagement.

An agreed-upon procedures engagement is not an audit, review or other type of assurance engagement. We are not able to provide our professional opinion on whether the Board has complied with its legal requirements, or on areas of potential improvement the Board should pursue. Rather, this report provides our observations on the procedures selected by the Board.

We observed that the Board provided support for 97% of the items in the compliance checklist. Board staff were open about unsupported items, and provided details on how those items were resolved. One item came to our attention outside of the procedures selected by the Board; our professional standards require that we include this item in our report. All of our compliance observations are included in section 5 of this report.

The Board achieved high average scores (above 3.00) on Board meetings, the Board-Chief relationship, communication and community engagement, restrictions on the mandate, and strategic planning. Areas of split opinion and potential improvements included Board competencies and performance areas, Board conduct and cooperation, financial management, policy development, and risk management.

Questionnaire respondents conveyed respect for others, some frustration with current dynamics, and also an earnest desire for greater teambuilding on the Board, for building agreement on common goals, and for making further progress in policy development and other areas of responsibility. We hope the observations in the report assist the Board in achieving these ends.

We extend our appreciation to everyone who participated in the evaluation. We especially thank the Secretary of the Board and the Board Administrator for their help with the evaluation.

On behalf of my team, we thank you again for this opportunity, and wish you success moving forward.

Sincerely,



Bryan Mansky, CPA, CMA, MBA, CIA
City Auditor

March 12, 2020
Date

1. Background

The Winnipeg Police Board ("the Board") exists to improve the transparency and accountability in policing. Board members establish priorities and objectives for the Winnipeg Police Service, and ensure policing meets residents' needs and expectations. The Board receives its authority from *The Police Services Act* ("the Act") and the Winnipeg Police Board By-law ("the Board By-law").

The purposes of this evaluation are (1) to demonstrate the Board's compliance with the Manitoba Police Commission's *Manitoba Police Board Policy and Procedure Manual* ("the MPC Manual"), and (2) to identify aspects of the Board's operations that may be improved as a result of the evaluation.

The legislative framework requiring this evaluation includes:

a. Section 35(1) of the Act requires the Board to operate in accordance with the policy and procedures manual developed for police boards by the Manitoba Police Commission (MPC).
b. 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 performing the evaluation.
c. Subsections 50(1) to 54(5) of the Winnipeg Police Board's *Rules of Practice and Procedure* set out requirements for carrying out of the Board's responsibilities related to effectiveness evaluations.

The Board approved the Terms of Reference ("the terms") for its 2019 Effectiveness Evaluation ("the evaluation") in its September 13, 2019 meeting (**Appendix 3**). The Board engaged the City Auditor (referred to as "Chief Performance Officer" in the terms) to perform the evaluation through a signed engagement letter (**Appendix 4**).

1.1 Nature of this Effectiveness Evaluation Report

This evaluation was completed in accordance with generally accepted government attestation standards for agreed-upon procedures engagements ("the professional standards").[1]

An agreed-upon procedures engagement is *not* an examination, audit, or review. Accordingly, this report does not express an opinion or any form of assurance on the results of the procedures performed, nor on whether the Board complied with its legislated requirements. The report includes the observations on the evidence provided by the Board and Board staff that supports compliance with the Board's checklist, and reflects results of the Board's questionnaire survey.

The procedures for the evaluation were determined by the Board, and the sufficiency of the procedures to meet the intent of the evaluation is the responsibility of the Board. Our professional standards require us to state that we do not make any representation as to the sufficiency of the procedures for the purposes of the evaluation or for any other purposes.

The procedures completed for the evaluation were those agreed to by the Board and the City Auditor, and did not extend beyond the procedures set in the terms and the engagement letter. Our professional standards advise against performing additional procedures beyond those agreed-upon. Had we performed additional procedures, other matters may have come to our attention that would have been reported to the Board.

This report is intended solely for the Board's purposes as defined by the terms. This report is not intended to be, and should not be, used for any other purpose.

[1] "Generally accepted government attestation standards for agreed-upon procedures engagement" is a section of the *Government Auditing Standards* handbook that provides guidance on non-audit, non-assurance engagements. We have intentionally modified the wording of our standards compliance statement to not use the word "audit" to avoid misleading readers into believing this is an audit, review or other type of assurance engagement. The modification is reflective of Canadian generally accepted reporting practices for non-assurance engagements. We were not engaged to complete an audit, review, or other type of assurance engagement, the objective of which would be to provide an opinion on the Board's effectiveness and compliance with its legislated responsibilities.

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
*	Near Equal Agree/Disagree

1.2 Independence of the City Auditor

The City Auditor is a statutory officer of the City of Winnipeg ("the City") appointed by City Council. The City Auditor reports directly to Council's Audit Committee and is independent of the City's Public Service (administration). Based on this reporting structure, the City Auditor is not independent of Council or committees of Council wholly-composed of, or controlled by, City Councillors.

The Winnipeg Police Board is a governance body established by City Council. The Board By-law requires that the Board have up to nine members, up to seven of whom are appointed by Council, and up to two of whom must be City Councillors. The presence of City Councillors on a Board that is being evaluated by the City Auditor could lead the public to questions on the City Auditor's independence in this engagement. We provide our analysis and conclusion on the matter below.

We have considered the City Auditor's independence on this evaluation in line with the independence assessment guidance under *Government Auditing Standards*. We have concluded that a structural threat does not exist for the City Auditor in this evaluation based on the following:

- The controlling majority of the Board are members of the public.
- The Board makes all decisions by majority vote.
- Council cannot control Board decisions or direct Board actions, except for items determined by legislation.
- City Councillor Board members are not granted special power to unequally affect Board decisions.
- The procedures for the evaluation were determined in the terms approved by the Board prior to the City Auditor being engaged (**Appendix 3**).
- An engagement letter specifying the generally accepted government attestation standards the evaluation would need to be performed in accordance with was signed by the Board prior to initiating the evaluation (**Appendix 4**).
- All interactions for the evaluation have been conducted with, or in consultation with, the Secretary of the Board.
- The City Auditor did not consult with or discuss the evaluation with City Councillors while the evaluation was conducted. (A single email was sent to the Chair regarding survey participation after the survey closed.)

In the event that further assurance of independence is desired by the Board, the Board may request a qualified, independent peer review of the City Auditor's work at the Board's expense.

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
*	Near Equal Agree/Disagree

2. Roles and Responsibilities

The Board's approved terms and the signed engagement letter define the roles and responsibilities of the Board, the Board's Budget and Risk Management Committee, and the Chief Performance Officer (City Auditor). The key responsibilities are summarized below.

2.1 The Board

The Board determines the procedures to be completed for the evaluation. The terms require that all Board members participate in the effectiveness evaluation. Board staff provide the compliance checklist and the documents and support demonstrating compliance with the checklist to the City Auditor.

2.2 Budget and Risk Management Committee

The Budget and Risk Management Committee ("BRM Committee") ensures the evaluation is conducted in accordance with Chapter 3.9 of the MPC Manual. The process consists of a project plan, evaluation questionnaires, and a compliance checklist. The Board staff provide the questionnaires for the Evaluation to the City Auditor.

2.3 The City Auditor

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 (City administration) and reports directly to Executive Policy Committee, the City's Audit Committee. Work of the City Auditor is subject to the approval of Council's Audit Committee. This engagement was approved by Executive Policy Committee and adopted by Council in the City Auditor's *Strategic & Audit Plan 2019-2020*.

The City Auditor's roles and responsibilities for the evaluation are:

- Complete the evaluation according to the Board's terms, within the parameters of the professional standards as agreed to in the signed engagement letter.
- Administer the evaluation questionnaire to the Board and key stakeholders identified by the Board staff, collect and analyze the results, and report on the findings.
- Review support compiled by Board staff to assess the Board's fulfillment of its responsibilities as listed in the Board's compliance checklist.
- Respect the confidentiality of survey respondents by not attributing specific responses or comments to the individuals who made them.
- Prepare a report according to the terms.

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
*	Near Equal Agree/Disagree

3. Methodology

The 2019 Effectiveness Evaluation consists of questionnaires completed by the Board and key stakeholders, and observation of evidence supporting the Board's compliance checklist. The methodology, observations, and conclusions on these items are discussed in the following sections.

3.1 Questionnaires

The Board considers the questionnaires to be appropriate indicators of effectiveness. The BRM Committee developed the form and methodology of the questionnaires based on a template created by the Canadian Police College, guidance from Chapter 3.9 of the MPC Manual (Section 3.9) in consultation with the City Auditor during the Board's first effectiveness evaluation.

The Board's Terms of Reference for the evaluation require the participation of all Board members in the evaluation.

The Board's Terms of Reference for the evaluation outline the criteria for selecting key, external stakeholders, who may be invited to provide feedback on aspects of the Board's performance. The Board staff applied the criteria, selected the key, external stakeholders, and provided the City Auditor with the list of all the participants and their contact information. The Board members did not review the names of the key, external stakeholders supplied by the Board staff to the City Auditor.

The Board required its members to answer one comprehensive questionnaire on all key evaluation areas. The key stakeholders respond to selected questions relevant to each participant from the comprehensive questionnaire. Participation in the questionnaire was optional for invited stakeholders.

3.1.1 Collection of Data

The City Auditor collected responses through a web-based survey. This provided a convenient response tool to participants and allowed for an accurate and efficient summary mechanism for the data.

The survey was distributed to all participants on January 28, 2019 with a requested response date of February 11, 2020. Courtesy reminder emails were distributed to participants on February 4, and February 10, 2020.

3.1.2 Response Rates and Reliability

The Board has seven members. The Board staff have invited eight stakeholders to respond to the questionnaires. The total number of potential participants is fifteen. Five of seven Board members responded (71%), and eleven of fifteen (73%) total participants responded. A response rate above 70% is generally accepted as an indicator of reliable data for observation and analysis, even for small populations.

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
*	Near Equal Agree/Disagree

3.1.3 Rating System

We used the 4-point Likert rating system provided by the Board for the questionnaires. We used an average scoring system to interpret results, as shown below.

Rating system provided by the Board	
4	Strongly Agree
3	Agree
2	Disagree
1	Strongly Disagree
N/A	There is not enough information to provide an assessment.

Scoring system used by the City Auditor	
3.50 to 4.00	Significantly Satisfied
2.50 to 3.49	Satisfied
1.50 to 2.49	Unsatisfied
1.00 to 1.49	Significantly Unsatisfied
0	N/A

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

Each section identifies the top three question scores for the Board (in cases where the average was 3.0 or above), the highest question score for the Board (in cases where all of the average scores were below 3.0), and questions that indicated areas for potential improvement (in cases where the average score was below 2.5, or "unsatisfied").

An average score combined with the distribution of total responses is appropriate for communicating questionnaire results when there is high consistency in responses on the subject of the question.

An average score can also disguise topics of split agreement and disagreement. We have marked question scores with an asterisk (*) for cases with a near 50/50 split between agree and disagree responses. These items present opportunities for the Board to build cohesiveness and resolution on the subject through respectful dialogue and established decision making processes.

We have used the same interpretive model as the previous effectiveness evaluation to analyze and communicate questionnaire results. We interpreted that survey questions were phrased so that "agree" would be a desirable response (i.e. "agree" would indicate effectiveness) and "disagree" would be undesirable (or would indicate ineffectiveness). We further interpreted that "agree" would indicate that a respondent was "satisfied" with the question subject matter, and "disagree" would indicate dissatisfaction with the subject matter. This approach was used to communicate the overall results in each performance area.

We recognize that this approach may not provide a 100% accurate interpretation; however, we do believe that it should provide a reliable interpretation that allows for productive dialogue on the results.

3.1.4 Qualitative Considerations

We considered other qualitative considerations in our analysis, including:

- "Not applicable" was determined as not having enough information to assess agreement or disagreement to the statement in the survey. We observed that "N/A" responses were minimal, and gave them no weighting in our analyses to avoid skewed results.
- The questionnaire results were aggregated for all stakeholders to maintain anonymity.
- Participants were able to type detailed comments into a text box for each section of the survey. The City Auditor rephrased the commentary to maintain the confidentiality of each respondent. To meet the terms for the evaluation, we have rephrased only those comments that noted positive areas of performance, or that enabled us to identify areas of opportunities for improvement for the Board.

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
*	Near Equal Agree/Disagree

Our analysis and discussion of questionnaire results is in Section 4 of this report. Please refer to **Appendix 1** for the survey results.

3.2 Compliance Checklist

The Board considers the compliance checklist an appropriate indicator of its effectiveness.

The BRM Committee developed its compliance checklist from the following documents:

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

Board staff provided evidence supporting compliance with checklist items through:

- Documents compiled by Board staff
- Board assertions through a signed representation letter for items where compliance could not be physically observed.
- Survey questionnaire results.

In addition to the documents provided, we also considered the quantitative results from the survey for select items in the checklist where the Board indicated to do so. We have summarized our observations on the compliance checklist in section 5 of this report. The full compliance checklist and the City Auditor's observations are included in **Appendix 2**.

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
*	Near Equal Agree/Disagree

4. Observation and Analysis of the Evaluation Questionnaire Results

Here are our observations on the questionnaire responses.

4.1 Board Competencies and Performance Areas

Overall Average Score: *2.81 Satisfied*

Majority of respondents were satisfied with the Board's competencies and performance.

The areas with the top three scores include:

- The Board understands the WPS mission. (Average score of 3.50)
- The Board understands the roles and responsibilities of its staff. (Average score of 3.33)
- The Board understands the roles and responsibilities of the Chief of Police. (Average score of 3.29)
- The Board understands the roles and responsibilities of the WPS. (Average score of 3.29)

The areas with potential room for improvement include:

- The Board Chair leads the Board effectively. (Average score of 1.75)
- The Board has an effective working relationship with the City of Winnipeg. (Average score of 2.00)
- The Board has effective working relationships with City Council and its Standing Policy Committees. (Average score of 2.20)

The areas with responses split between agreement and disagreement include:

- Board members act in the best interests of the WPS and the community, free of partisan political influence. (Average score of 2.67)
- Board members are committed to the Board's mission and direction. (Average score of 2.80)
- Committees are effective. (Average score of 2.40)
- The Board has a clear mission and direction. (Average score of 2.78)

Respondent Commentary and Feedback:

Compliments given:

- There is willingness to work effectively together.
- The diverse perspectives on the Board are valuable.

Improvements requested:

- Multiple comments on desire for more teamwork between Council and non-Council Board members.
- Multiple requests for more leadership by the Chair in teambuilding and cooperation.
- Evaluate opportunities to fill skill gaps on the Board that may arise from member selection methods.
- Desire for clarification of Board responsibilities and the Board's authority to fulfill its responsibilities.

The average scores for each question and the overall distribution of all responses are provided in the following table.

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
*	Near Equal Agree/Disagree

Board Competencies	Weighted Average
Board members act in the best interests of the WPS and the community, free of partisan political influence.	2.67*
Board members are committed to the Board's mission and direction.	2.80*
Board members each contribute to the Board in making effective and informed decisions.	3.20
Committees are effective.	2.40*
The Board Chair leads the Board effectively.	1.75
The Board demonstrates accountability to Council through meaningful annual and periodic reporting.	3.17
The Board has a clear mission and direction.	2.78*
The Board has an effective working relationship with the Chief of Police.	3.00
The Board has an effective working relationship with the City of Winnipeg.	2.00
The Board has an effective working relationship with the WPS Executive and the Organizational Support Division.	3.00
The Board has effective working relationships with City Council and its Standing Policy Committees.	2.20
The Board has effective working relationships with the City of Winnipeg public service.	2.20
The Board has implemented an adequate governance structure.	3.00
The Board is comfortable making time-sensitive decisions, including in situations where there may be operational risks and/or limited information.	2.83
The Board makes decisions in a timely manner.	3.17
The Board provides effective leadership for the Chief of Police.	2.83
The Board provides effective leadership for the WPS.	2.67
The Board provides effective stewardship of the WPS.	2.86
The Board understands its roles and responsibilities.	2.71
The Board understands the roles and responsibilities of its staff.	3.33
The Board understands the roles and responsibilities of the Chief of Police.	3.29
The Board understands the roles and responsibilities of the WPS.	3.29
The Board understands the WPS mission.	3.50
Overall Average	**2.81**
Total Strongly Agree Responses	13%
Total Agree Responses	61%
Total Disagree Responses	24%
Total Strongly Disagree Responses	1%
Total N/A Responses	1%
Overall Score	**Satisfied**

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
*	Near Equal Agree/Disagree

4.2 Board Conduct and Cooperation

Overall Average Score: *2.99 Satisfied*

Majority of respondents were satisfied with the Board's conduct and cooperation.

The areas with the top three scores include:

- Board members are familiar with the Code of Ethical Conduct for Police Board Members. (Average score of 3.40)
- Board members respect confidential information that the Board Chair determines may not be disclosed in accordance with subsection 9(4) of the Rules. (Average score of 3.40)
- 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. (Average score of 3.33)
- Board members abide by the Code of Ethical Conduct for Police Board Members. (Average score of 3.20)
- Board members abide by the Conflict of Interest Policy for Police Board Members. (Average score of 3.20)
- Board members are familiar with the content of the Conflict of Interest Policy. (Average score of 3.20)
- Board members share information received from the Service with their fellow Board members in accordance with section 60 of the Rules. (Average score of 3.20)
- Board members understand the sections of the Freedom of Information and Protection of Privacy Act that pertain to the Board and its activities. (Average score of 3.20)

No areas of improvement identified through the questionnaire scoring results.

The areas with responses split between agreement and disagreement include:

- Committees are an effective mechanism for the Board to meet its governance and oversight responsibilities. (Average score of 2.50)
- The Board cultivates a sense of group responsibility. (Average score of 2.67)
- The Chair maintains communication with all Board members. (Average score of 2.40)
- There is a climate of mutual respect and trust among Board members. (Average score of 2.80)

Respondent Commentary and Feedback:

No compliments given.

Improvements requested:

- Repeated multiple comments desiring more teamwork between Council and non-Council Board members.
- Request for trust building activities between Council and non-Council Board members.
- Multiple requests for teambuilding activities between the Board Chair and other members.
- Requests for the Chair to reflect Board opinions in media interviews, rather than own individual views (see City Auditor's note).

City Auditor's Note:

Responses noted that some statements by the Chair to the media do not reflect Board views. We note that spokespersons do not have control over how their comments are used in media reports, nor how they are labeled. The City's Procedure By-law, the by-law that governs conduct in City Council and committee meetings, places onus for establishing facts discussed in meetings on Councillors. It also prohibits Councillors from asking whether statements in media reports are correct. We encourage Board members to use similar caution when reviewing media about other members.

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
*	Near Equal Agree/Disagree

The average scores for each question and the overall distribution of all responses are provided in the following table.

Board Conduct and Cooperation	Weighted Average
Board members abide by the Code of Ethical Conduct for Police Board Members.	3.20
Board members abide by the Conflict of Interest Policy for Police Board Members.	3.20
Board members are familiar with the Code of Ethical Conduct for Police Board Members.	3.40
Board members are familiar with the content of the Conflict of Interest Policy.	3.20
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.	3.33
Board members respect confidential information that the Board Chair determines may not be disclosed in accordance with subsection 9(4) of the Rules.	3.40
Board members share information received from the Service with their fellow Board members in accordance with section 60 of the Rules.	3.20
Board members understand the sections of the Freedom of Information and Protection of Privacy Act that pertain to the Board and its activities.	3.20
Committees are an effective mechanism for the Board to meet its governance and oversight responsibilities.	2.50*
Committees make recommendations to the Board for its consideration and do not make decisions on behalf of the Board.	3.00
Communications among Board members, the Chair and the WPS Executive are open and respectful; contrary views are encouraged and expected.	2.67
The Board cultivates a sense of group responsibility.	2.67*
The Chair maintains communication with all Board members.	2.40*
There is a climate of mutual respect and trust among Board members.	2.80*
There is effective delegation to and reporting back between the Board and its committees.	2.75
Overall Average	**2.99**
Total Strongly Agree Responses	19%
Total Agree Responses	57%
Total Disagree Responses	16%
Total Strongly Disagree Responses	1%
Total N/A Responses	7%
Overall Score	**Satisfied**

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
*	Near Equal Agree/Disagree

4.3 Board Meetings

Overall Average Score: *3.16 Satisfied*

The results show that respondents were satisfied with the Board meetings.

The areas with the top three scores 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 3.60)
- Board members conduct themselves in meetings in accordance with the Board's Rules of Practice and Procedure. (Average score of 3.33)
- The Chair presides over Board meetings in accordance with the Board's Rules of Practice and Procedure. (Average score of 3.33)
- The meeting materials provided to Board members are useful. (Average score of 3.33)
- There is adequate monitoring or follow-up of action items. (Average score of 3.33)
- Meeting discussion is restricted to issues that clearly belong to the Board. (Average score of 3.14)
- The Board's public meetings are sufficient to provide for transparency and public participation. (Average score of 3.14)

No areas of improvement identified through the questionnaire scoring results.

The areas with responses split between agreement and disagreement include:

- The Board Chair refers to Robert's Rules of Order for procedures that are not set out by the Board's Rules. (Average score of 2.50)

Respondent Commentary and Feedback:

Compliments given:

- The online sharing space is well-maintained.

Improvements requested:

- Desire for teambuilding among Board members to enable better performance.
- Request for agendas and reports to be provided online sooner to allow for more preparation.

The average scores for each question and the overall distribution of all responses are provided in the following table.

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
*	Near Equal Agree/Disagree

Board Meetings	Weighted Average
Board members conduct themselves in meetings in accordance with the Board's Rules of Practice and Procedure.	3.33
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.	3.60
Meeting discussion is restricted to issues that clearly belong to the Board.	3.14
The Board Chair refers to Robert's Rules of Order for procedures that are not set out by the Board's Rules.	2.50*
The Board devotes sufficient meeting time to strategic and planning issues.	2.86
The Board's public meetings are sufficient to provide for transparency and public participation.	3.14
The Chair presides over Board meetings in accordance with the Board's Rules of Practice and Procedure.	3.33
The meeting materials provided to Board members are useful.	3.33
There is adequate monitoring or follow-up of action items raised in Board and Committee meetings.	3.00
There is adequate monitoring or follow-up of action items.	3.33
Overall Average	**3.16**
Total Strongly Agree Responses	29%
Total Agree Responses	59%
Total Disagree Responses	11%
Total Strongly Disagree Responses	0%
Total N/A Responses	1%
Overall Score	**Satisfied**

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
*	Near Equal Agree/Disagree

4.4 Board Training and Capacity

Overall Average Score: *3.00 Satisfied*

The results show that respondents were overall satisfied with the Board's training and capacity.

The areas with the top three scores include:

- Board workloads are reasonable. (Average score of 3.50)
- Board members undertake any additional training provided by the Board and the Manitoba Police Commission. (Average score of 3.20)
- The Board manages its time efficiently. (Average score of 3.20)
- As a whole, the Board has the skills, knowledge, and background needed to fulfill its responsibilities. (Average score of 3.00)

No areas of improvement identified through the questionnaire scoring results.

The area with responses split between agreement and disagreement include:

- Before seeking appointment, I had sufficient information about the "working conditions" for Board members. (Average score of 2.80)

Respondent Commentary and Feedback:

Compliments given:

- Some comments expressed that training is adequate.

.

Improvements requested:

- Some comments requested further training. Requested topics included:
  - Orientation for new members
  - Board responsibilities and operations
  - Board's role in addressing social issues
  - Governance role of the Board
  - Limitations on the Board's operational direction to the Winnipeg Police Service
  - Authority of the Board to fulfill its responsibilities
  - Innovation strategies for effective budget allocation in the face of budget limitations
  - Difference between budget recommendation and budget approval authority
  - Risk management strategies for limited budgets

The average scores for each question and the overall distribution of all responses are provided in the following table.

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
*	Near Equal Agree/Disagree

Board Training and Capacity	Weighted Average
Additional relevant training is arranged for its members on an as-needed basis.	2.83
As a whole, the Board has the skills, knowledge, and background needed to fulfill its responsibilities.	3.00
Before seeking appointment, I had sufficient information about the “working conditions” for Board members.	2.80*
Board members devote enough time to their roles in meetings, committees and informally.	2.83
Board members undertake any additional training provided by the Board and the Manitoba Police Commission.	3.20
Board workloads are reasonable.	3.50
The Board manages its time efficiently.	3.20
The Board provides orientation and training on its own policies and procedures.	2.67
Overall Average	**3.00**
Total Strongly Agree Responses	19%
Total Agree Responses	57%
Total Disagree Responses	18%
Total Strongly Disagree Responses	0%
Total N/A Responses	6%
Overall Score	**Satisfied**

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
*	Near Equal Agree/Disagree

4.5 Board-Chief Relationship

Overall Average Score: *3.29 Satisfied*

Majority of respondents were overall satisfied with the Board-Chief relationship.

The areas with the top three scores include:

- The Board is provided with complete and open disclosure from the Police Chief on all financial and budget matters. (Average score of 3.57)
- The Police Chief notifies the Board of unanticipated expenditures causing an operating budget deficit, as the case arises. (Average score of 3.50)
- The Board holds the Police Chief to account for the Service's performance in managing risk. (Average score of 3.43)

No areas of improvement identified through the questionnaire scoring results.

No areas with responses split between agreement and disagreement identified through the questionnaire scoring results.

Respondent Commentary and Feedback:

Compliments given:

- Expressed respect for the Police Chief.
- Expressed transparency between the Police Chief and the Board.

Improvements requested:

- Request for more dialogue between the Board and the Chief.

The average scores for each question and the overall distribution of all responses are provided in the following table.

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
*	Near Equal Agree/Disagree

Board-Chief Relationship	Weighted Average
Board members have timely access to Service information.	3.00
If conflict arises between the Board and the Police Chief, it is effectively managed.	3.33
The Board ensures the Police Chief establishes programs and strategies to implement the priorities and objectives established by the Board for the WPS.	3.33
The Board holds the Police Chief responsible for financial planning, control, administration and management of the Service's operating and capital budgets.	3.29
The Board holds the Police Chief to account for the Service's performance in managing risk.	3.43
The Board is provided with complete and open disclosure from the Police Chief on all financial and budget matters.	3.57
The Board maintains an independent voice from senior WPS management.	3.33
The Board monitors the Police Chief's performance.	3.33
The Board provides clear and consistent direction to the Police Chief.	2.83
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.	3.33
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.	3.17
Overall Average	**3.29**
Total Strongly Agree Responses	38%
Total Agree Responses	53%
Total Disagree Responses	9%
Total Strongly Disagree Responses	0%
Total N/A Responses	0%
Overall Score	**Satisfied**

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
*	Near Equal Agree/Disagree

4.6 Communication and Community Engagement

Overall Average Score: *3.11 Satisfied*

The results show that respondents were overall satisfied with the Board's communication and community engagement.

The areas with the top three scores include:

- The Board makes it convenient for citizens to engage with the Board. (Average score of 4.00)
- The Board hosts effective community consultations. (Average score of 3.50)
- The Board acts as a liaison between the community and the WPS. (Average score of 3.43)

The areas with potential room for improvement include:

- The Chair is an effective spokesperson for the Board. (Average score of 2.25)

The areas with responses split between agreement and disagreement include:

- Receiving delegations at Board meetings provides the Board with valuable community input. (Average score of 3.00)
- The Board is recognized and understood by the general public. (Average score of 2.44)

Respondent Commentary and Feedback:

Compliments given:

- Comment that community engagement role is well developed and very effective.

Improvements requested:

- Request for public engagement activities to extend beyond (unspecified) meeting attendance.
- Request for better public communication strategy on the Board's role and abilities.
- Request for a public education campaign on the Board's role.
- Request for the Chair to consult with the Board before providing Board-related media commentary, when possible.

The average scores for each question and the overall distribution of all responses are provided in the following table.

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
*	Near Equal Agree/Disagree

Communications and Community Engagement	Weighted Average
Board members and staff do not purport to speak on behalf of the Board unless authorized by the Board to do so.	3.20
Receiving delegations at Board meetings provides the Board with valuable community input.	3.00*
The Board acts as a liaison between the community and the Winnipeg Police Service.	3.33
The Board acts as a liaison between the community and the WPS.	3.43
The Board effectively uses its meetings, reports and communications products to explain its work to the media.	2.80
The Board ensures that community needs and values are reflected in the policing priorities, objectives, programs and strategies.	3.33
The Board has an effective system for informing the community about its role.	2.75
The Board hosts effective community consultations.	3.50
The Board is recognized and understood by the general public.	2.44*
The Board makes it convenient for citizens and community organizations to engage with the Board.	3.33
The Board makes it convenient for citizens to engage with the Board.	4.00
The Chair is an effective spokesperson for the Board.	2.25
Overall Average	**3.11**
Total Strongly Agree Responses	29%
Total Agree Responses	40%
Total Disagree Responses	21%
Total Strongly Disagree Responses	1%
Total N/A Responses	9%
Overall Score	**Satisfied**

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
*	Near Equal Agree/Disagree

4.7 Financial Management

Overall Average Score: *2.77 Satisfied*

The results show that respondents were overall satisfied with the Board's financial management.

The areas with the top three scores of 3.0 and above include:

- The information in WPS financial reports is helpful and easy to understand. (Average score of 3.17)

The areas with potential room for improvement include:

- The Board is fully engaged in the budget process – it is not a rubber stamp. (Average score of 2.43)

The areas with responses split between agreement and disagreement include:

- The Board provides good financial stewardship of the WPS: budget oversight, monitoring and evaluation. (Average score of 2.71)

Respondent Commentary and Feedback:

Compliments given:

- The Board is fully engaged with the Service to develop the budget.

Improvements requested:

- Multiple comments desiring more innovative strategies for allocating limited budget funds to priority service areas.

The average scores for each question and the overall distribution of all responses are provided in the following table.

Financial Management	Weighted Average
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.	2.67
The Board ensures the Service's regular financial reports include a written analysis that also incorporates a risk assessment and disclosure of any activity that is likely to significantly alter the organization's deficit/surplus position.	2.86
The Board is fully engaged in the budget process – it is not a rubber stamp.	2.43
The Board provides good financial stewardship of the WPS: budget oversight, monitoring and evaluation.	2.71*
The information in WPS financial reports is helpful and easy to understand.	3.17
Overall Average	**2.77**
Total Strongly Agree Responses	12%
Total Agree Responses	50%
Total Disagree Responses	35%
Total Strongly Disagree Responses	0%
Total N/A Responses	3%
Overall Score	**Satisfied**

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
*	Near Equal Agree/Disagree

4.8 Policy Development

Overall Average Score: *2.65 Satisfied*

The results show that respondents were overall satisfied with the Board's policy development.

The area with the highest rating includes:

- The Board establishes meaningful and effective policies for the management of the WPS. (Average score of 2.71)

No areas of improvement identified through the questionnaire scoring results.

The areas with responses split between agreement and disagreement include:

- The Board creates, revises and issues policies in areas where it should. (Average score of 2.57)

Respondent Commentary and Feedback:

Compliments given:

- The Board's policy development role has been better defined over time.
- The Board's understanding of policy development has improved over time.

Improvements requested:

- Request for more policy discussion outside of budget setting.
- Request for more dialogue around various policing approach policies, including social development and community based approaches.

The average scores for each question and the overall distribution of all responses are provided in the following table.

Policy Development	Weighted Average
The Board creates, revises and issues policies in areas where it should.	2.57*
The Board establishes meaningful and effective policies for the management of the WPS.	2.71
The Board reviews policies for which significant risks have been identified.	2.67
Overall Average	**2.65**
Total Strongly Agree Responses	0%
Total Agree Responses	62%
Total Disagree Responses	33%
Total Strongly Disagree Responses	0%
Total N/A Responses	5%
Overall Score	**Satisfied**

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
*	Near Equal Agree/Disagree

4.9 Restrictions on the Mandate

Overall Average Score: *3.83 Significantly Satisfied*

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

All areas in this section scored above 3.0, including:

- No individual member of the Board gives orders or directions to any police officer. (Average score of 3.86)
- The Board refrains from giving orders or directions on specific operational decisions, individual investigations, or the day-to-day operation of the WPS. (Average score of 3.86)
- 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 3.86)
- The Board respects the restriction on its entitlement to sensitive information about individual investigations or intelligence files. (Average score of 3.86)
- The Board refrains from giving orders and directions to any member of the WPS other than the Police Chief. (Average score of 3.71)

No areas of improvement identified through the questionnaire scoring results.

No areas with responses split between agreement and disagreement identified through the questionnaire scoring results.

Respondent Commentary and Feedback:

Compliments given:

- The Board has great respect for the Police Chief and members of the Service.

No improvements requested.

The average scores for each question and the overall distribution of all responses are provided in the following table.

Restrictions on Board Mandate	Weighted Average
No individual member of the Board gives orders or directions to any police officer.	3.86
The Board refrains from giving orders and directions to any member of the WPS other than the Police Chief.	3.71
The Board refrains from giving orders or directions on specific operational decisions, individual investigations, or the day-to-day operation of the WPS.	3.86
The Board refrains from playing a role in the discipline or personal conduct or any police officer other than the Police Chief.	3.86
The Board respects the restriction on its entitlement to sensitive information about individual investigations or intelligence files.	3.86
Overall Average	**3.83**
Total Strongly Agree Responses	83%
Total Agree Responses	17%
Total Disagree Responses	0%
Total Strongly Disagree Responses	0%
Total N/A Responses	0%
Overall Score	**Significantly Satisfied**

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
*	Near Equal Agree/Disagree

4.10 Risk Management

Overall Average Score: *2.98 Satisfied*

The results show that respondents were overall satisfied with the Board's risk management.

The areas with the top three scores include:

- The Board, in conjunction with the Police Chief, undertakes an annual systematic risk management audit. (Average score of 3.40)
- The Board collaborates with the Police Chief to understand, quantify, prioritize, mitigate and monitor high impact risks. (Average score of 3.17)
- The Board conducts an ongoing review of outstanding high-priority risk areas. (Average score of 3.00)
- The Board is fulfilling its oversight responsibility with respect to risk management for the WPS. (Average score of 3.00)

The areas with potential room for improvement include:

- The Board establishes a contingency plan with Council to address the impact of unforeseen critical issues or expenditures. (Average score of 2.33)

No areas with responses split between agreement and disagreement identified through the questionnaire scoring results.

Respondent Commentary and Feedback:

No compliments given.

Improvements requested:

- Request for more work toward better working relationship with Council to better manage risks.

The average scores for each question and the overall distribution of all responses are provided in the following table.

Risk Management	Weighted Average
The Board collaborates with the Police Chief to understand, quantify, prioritize, mitigate and monitor high impact risks.	3.17
The Board conducts an ongoing review of outstanding high-priority risk areas.	3.00
The Board establishes a contingency plan with Council to address the impact of unforeseen critical issues or expenditures.	2.33
The Board is fulfilling its oversight responsibility with respect to risk management for the WPS.	3.00
The Board, in conjunction with the Police Chief, undertakes an annual systematic risk management audit.	3.40
Overall Average	**2.98**
Total Strongly Agree Responses	17%
Total Agree Responses	60%
Total Disagree Responses	20%
Total Strongly Disagree Responses	0%
Total N/A Responses	3%
Overall Score	**Satisfied**

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
*	Near Equal Agree/Disagree

4.11 Strategic Planning

Overall Average Score: *3.23 Satisfied*

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

The areas with the top three scores include:

- The Board consults with the Police Chief when establishing priorities and objectives for the WPS. (Average score of 3.50)
- The Board ensures that community perspectives and issues are addressed in the planning process. (Average score of 3.40)
- The Board sets the strategic direction for the WPS. (Average score of 3.29)

No areas identified with potential room for improvement.

No areas with responses split between agreement and disagreement identified through the questionnaire scoring results.

Respondent Commentary and Feedback:

No compliments given.

Improvements requested:

- Request for more dialogue and agreement around issues that should be strategic priorities.
- Multiple requests for dialogue around social development based policing approaches as strategic priorities.

The average scores for each question and the overall distribution of all responses are provided in the following table.

Strategic Planning	Weighted Average
The Board consults with the Police Chief when establishing priorities and objectives for the WPS.	3.50
The Board ensures that community perspectives and issues are addressed in the planning process.	3.40
The Board is involved in strategic and business planning for the WPS at an appropriate level.	3.14
The Board monitors implementation of the strategic plan and, when necessary, directs corrective action to the Police Chief.	2.83
The Board sets the strategic direction for the WPS.	3.29
Overall Average	**3.23**
Total Strongly Agree Responses	36%
Total Agree Responses	53%
Total Disagree Responses	11%
Total Strongly Disagree Responses	0%
Total N/A Responses	0%
Overall Score	**Satisfied**

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
*	Near Equal Agree/Disagree

Conclusion on the Evaluation Questionnaire

Based on the questionnaire results, respondents were satisfied with the overall effectiveness of the Board in both the quantitative and qualitative responses. Respondents expressed the desire to work together as an effective and high performing group. Respondents also expressed significant respect for the Police Chief and the Winnipeg Police Service. Respondents complimented the Board on its public engagement activities.

Participants provided the following areas of improvement for the Board's consideration:

- Cohesiveness of the Board.
- Relationship building between Councillor and non-Councillor Board members, led by the Chair.
- Relationship building between the Chair and other Board members.
- Relationship building with stakeholders.
- Training on the Board's role, areas of responsibility, authority, limitations, and budget development strategies, and risk management strategies.
- Public perception of the Board's role.

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
*	Near Equal Agree/Disagree

5. Observation, Analysis, and Conclusion of the Board's Report Demonstrating Fulfillment of its Legislated Responsibilities

Overall, Board staff provided support for 97% of the Board's compliance checklist through physical evidence and through written representations.

Board staff openly communicated that there were two checklist items that were not followed. These included:

- Agendas were prepared and available prior to each meeting. Materials for discussion during each meeting, however, were not always be available three days prior to meetings.
- The Board's audited financial statements were not ready by March 31st, but the Board obtained an extension from the MPC each year. The MPC granted their request for extension for all years.

Board staff were not able to provide support for whether draft strategic plans were created by the end of September in 2016, 2017, or 2018.

Board staff were not able to provide support for informal evaluations being initiated in August of each year that a formal evaluation was not completed.

Generally accepted government attestation standards require us to report information that comes to our attention outside of agreed-upon procedures that contradicts the evaluation evidence. Section 52 of the Board's Rules of Practice and Procedure requires Board members to fully cooperate with the Effectiveness Evaluation process. The Board's Terms of Reference for the 2019 Effectiveness Evaluation requires all Board members to participate in the evaluation (**Appendix 3** – item 3.1). In reference to MPC Manual section 4.1, the Board's compliance checklist requires the Chair to ensure that the Board follows *The Police Services Act*, the MPC policies, and the Board's Rules of Practice and Procedure (see page 41 of this report). We observed that two Board members did not participate in the Board's evaluation questionnaire. One of the two members who did not participate was the Board Chair. This led to our observation of an event that did not support compliance for this item.

Appendix 1 – Questionnaire and Results

Winnipeg Police Board Effectiveness Evaluation
QUESTIONNAIRE
Last updated January 1, 2019

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 to identify areas for improvement. Answers will be kept confidential. 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 enough information to make an assessment

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.

Question #	Board Competencies	Weighted Average
1	Board members act in the best interests of the WPS and the community, free of partisan political influence.	2.67*
2	Board members are committed to the Board's mission and direction.	2.80*
3	Board members each contribute to the Board in making effective and informed decisions.	3.20
4	Committees are effective.	2.40*
5	The Board Chair leads the Board effectively.	1.75
6	The Board demonstrates accountability to Council through meaningful annual and periodic reporting.	3.17
7	The Board has a clear mission and direction.	2.78*
8	The Board has an effective working relationship with the Chief of Police.	3.00
9	The Board has an effective working relationship with the City of Winnipeg.	2.00
10	The Board has an effective working relationship with the WPS Executive and the Organizational Support Division.	3.00
11	The Board has effective working relationships with City Council and its Standing Policy Committees.	2.20
12	The Board has effective working relationships with the City of Winnipeg public service.	2.20
13	The Board has implemented an adequate governance structure.	3.00
14	The Board is comfortable making time-sensitive decisions, including in situations where there may be operational risks and/or limited information.	2.83
15	The Board makes decisions in a timely manner.	3.17
16	The Board provides effective leadership for the Chief of Police.	2.83
17	The Board provides effective leadership for the WPS.	2.67
18	The Board provides effective stewardship of the WPS.	2.86

19	The Board understands its roles and responsibilities.	2.71
20	The Board understands the roles and responsibilities of its staff.	3.33
21	The Board understands the roles and responsibilities of the Chief of Police.	3.29
22	The Board understands the roles and responsibilities of the WPS.	3.29
23	The Board understands the WPS mission.	3.50
	Overall Average	**2.81**
	Percentage of Total Strongly Agree to Total Responses	13%
	Percentage of Total Agree to Total Responses	61%
	Percentage of Total Disagree to Total Responses	24%
	Percentage of Total Strongly Disagree to Total Responses	1%
	Percentage of Total N/A to Total Responses	1%
	Overall Score	**Satisfied**

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

Question #	Board Conduct and Cooperation	Weighted Average
1	Board members abide by the Code of Ethical Conduct for Police Board Members.	3.20
2	Board members abide by the Conflict of Interest Policy for Police Board Members.	3.20
3	Board members are familiar with the Code of Ethical Conduct for Police Board Members.	3.40
4	Board members are familiar with the content of the Conflict of Interest Policy.	3.20
5	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.	3.33
6	Board members respect confidential information that the Board Chair determines may not be disclosed in accordance with subsection 9(4) of the Rules.	3.40
7	Board members share information received from the Service with their fellow Board members in accordance with section 60 of the Rules.	3.20
8	Board members understand the sections of the Freedom of Information and Protection of Privacy Act that pertain to the Board and its activities.	3.20
9	Committees are an effective mechanism for the Board to meet its governance and oversight responsibilities.	2.50*
10	Committees make recommendations to the Board for its consideration and do not make decisions on behalf of the Board.	3.00
11	Communications among Board members, the Chair and the WPS Executive are open and respectful; contrary views are encouraged and expected.	2.67
12	The Board cultivates a sense of group responsibility.	2.67*
13	The Chair maintains communication with all Board members.	2.40*
14	There is a climate of mutual respect and trust among Board members.	2.80*
15	There is effective delegation to and reporting back between the Board and its committees.	2.75
	Overall Average	**2.99**
	Percentage of Total Strongly Agree to Total Responses	19%
	Percentage of Total Agree to Total Responses	57%
	Percentage of Total Disagree to Total Responses	16%
	Percentage of Total Strongly Disagree to Total Responses	1%
	Percentage of Total N/A to Total Responses	7%
	Overall Score	**Satisfied**

Do you have any comments about Board conduct and cooperation?

Question #	Board Meetings	Weighted Average
1	Board members conduct themselves in meetings in accordance with the Board's Rules of Practice and Procedure.	3.33
2	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.	3.60
3	Meeting discussion is restricted to issues that clearly belong to the Board.	3.14
4	The Board Chair refers to Robert's Rules of Order for procedures that are not set out by the Board's Rules.	2.50*
5	The Board devotes sufficient meeting time to strategic and planning issues.	2.86
6	The Board's public meetings are sufficient to provide for transparency and public participation.	3.14
7	The Chair presides over Board meetings in accordance with the Board's Rules of Practice and Procedure.	3.33
8	The meeting materials provided to Board members are useful.	3.33
9	There is adequate monitoring or follow-up of action items raised in Board and Committee meetings.	3.00
10	There is adequate monitoring or follow-up of action items.	3.33
	Overall Average	**3.16**
	Percentage of Total Strongly Agree to Total Responses	29%
	Percentage of Total Agree to Total Responses	59%
	Percentage of Total Disagree to Total Responses	11%
	Percentage of Total Strongly Disagree to Total Responses	0%
	Percentage of Total N/A to Total Responses	1%
	Overall Score	**Satisfied**

Do you have any comments on Board meetings?

Question #	Board Training and Capacity	Weighted Average
1	Additional relevant training is arranged for its members on an as-needed basis.	2.83
2	As a whole, the Board has the skills, knowledge, and background needed to fulfill its responsibilities.	3.00
3	Before seeking appointment, I had sufficient information about the "working conditions" for Board members.	2.80*
4	Board members devote enough time to their roles in meetings, committees and informally.	2.83
5	Board members undertake any additional training provided by the Board and the Manitoba Police Commission.	3.20
6	Board workloads are reasonable.	3.50
7	The Board manages its time efficiently.	3.20
8	The Board provides orientation and training on its own policies and procedures.	2.67
	Overall Average	**3.00**
	Percentage of Total Strongly Agree to Total Responses	19%
	Percentage of Total Agree to Total Responses	57%
	Percentage of Total Disagree to Total Responses	18%
	Percentage of Total Strongly Disagree to Total Responses	0%
	Percentage of Total N/A to Total Responses	6%
	Overall Score	**Satisfied**

Do you have any comments about Board training and capacity?

Question #	Board-Chief Relationship	Weighted Average
1	Board members have timely access to Service information.	3.00
2	If conflict arises between the Board and the Police Chief, it is effectively managed.	3.33
3	The Board ensures the Police Chief establishes programs and strategies to implement the priorities and objectives established by the Board for the WPS.	3.33
4	The Board holds the Police Chief responsible for financial planning, control, administration and management of the Service's operating and capital budgets.	3.29
5	The Board holds the Police Chief to account for the Service's performance in managing risk.	3.43
6	The Board is provided with complete and open disclosure from the Police Chief on all financial and budget matters.	3.57
7	The Board maintains an independent voice from senior WPS management.	3.33
8	The Board monitors the Police Chief's performance.	3.33
9	The Board provides clear and consistent direction to the Police Chief.	2.83
10	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.	3.33
11	The Police Chief notifies the Board of unanticipated expenditures causing an operating budget deficit, as the case arises.	3.50
12	The Police Chief takes all reasonable steps to fully inform the Board about all major and critical events as soon as practicable.	3.17
	Overall Average	**3.29**
	Percentage of Total Strongly Agree to Total Responses	38%
	Percentage of Total Agree to Total Responses	53%
	Percentage of Total Disagree to Total Responses	9%
	Percentage of Total Strongly Disagree to Total Responses	0%
	Percentage of Total N/A to Total Responses	0%
	Overall Score	**Satisfied**

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

Question #	Communications and Community Engagement	Weighted Average
1	Board members and staff do not purport to speak on behalf of the Board unless authorized by the Board to do so.	3.20
2	Receiving delegations at Board meetings provides the Board with valuable community input.	3.00*
3	The Board acts as a liaison between the community and the Winnipeg Police Service.	3.33
4	The Board acts as a liaison between the community and the WPS.	3.43
5	The Board effectively uses its meetings, reports and communications products to explain its work to the media.	2.80
6	The Board ensures that community needs and values are reflected in the policing priorities, objectives, programs and strategies.	3.33
7	The Board has an effective system for informing the community about its role.	2.75
8	The Board hosts effective community consultations.	3.50
9	The Board is recognized and understood by the general public.	2.44*
10	The Board makes it convenient for citizens and community organizations to engage with the Board.	3.33
11	The Board makes it convenient for citizens to engage with the Board.	4.00
12	The Chair is an effective spokesperson for the Board.	2.25
	Overall Average	**3.11**
	Percentage of Total Strongly Agree to Total Responses	29%

	Percentage of Total Agree to Total Responses	40%
	Percentage of Total Disagree to Total Responses	21%
	Percentage of Total Strongly Disagree to Total Responses	1%
	Percentage of Total N/A to Total Responses	9%
	Overall Score	**Satisfied**

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

Question #	Financial Management	Weighted Average
1	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.	2.67
2	The Board ensures the Service's regular financial reports include a written analysis that also incorporates a risk assessment and disclosure of any activity that is likely to significantly alter the organization's deficit/surplus position.	2.86
3	The Board is fully engaged in the budget process – it is not a rubber stamp.	2.43
4	The Board provides good financial stewardship of the WPS: budget oversight, monitoring and evaluation.	2.71*
5	The information in WPS financial reports is helpful and easy to understand.	3.17
	Overall Average	**2.77**
	Total Strongly Agree Responses	12%
	Total Agree Responses	50%
	Total Disagree Responses	35%
	Total Strongly Disagree Responses	0%
	Total N/A Responses	3%
	Overall Score	**Satisfied**

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

Question #	Policy Development	Weighted Average
1	The Board creates, revises and issues policies in areas where it should.	2.57*
2	The Board establishes meaningful and effective policies for the management of the WPS.	2.71
3	The Board reviews policies for which significant risks have been identified.	2.67
	Overall Average	**2.65**
	Percentage of Total Strongly Agree to Total Responses	0%
	Percentage of Total Agree to Total Responses	62%
	Percentage of Total Disagree to Total Responses	33%
	Percentage of Total Strongly Disagree to Total Responses	0%
	Percentage of Total N/A to Total Responses	5%
	Overall Score	**Satisfied**

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

Question #	Restrictions on Board Mandate	Weighted Average
1	No individual member of the Board gives orders or directions to any police officer.	3.86
2	The Board refrains from giving orders and directions to any member of the WPS other than the Police Chief.	3.71
3	The Board refrains from giving orders or directions on specific operational decisions, individual investigations, or the day-to-day operation of the WPS.	3.86
4	The Board refrains from playing a role in the discipline or personal conduct or any police officer other than the Police Chief.	3.86

5	The Board respects the restriction on its entitlement to sensitive information about individual investigations or intelligence files.	3.86
	Overall Average	**3.83**
	Percentage of Total Strongly Agree to Total Responses	83%
	Percentage of Total Agree to Total Responses	17%
	Percentage of Total Disagree to Total Responses	0%
	Percentage of Total Strongly Disagree to Total Responses	0%
	Percentage of Total N/A to Total Responses	0%
	Overall Score	**Significantly Satisfied**

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

Question #	Risk Management	Weighted Average
1	The Board collaborates with the Police Chief to understand, quantify, prioritize, mitigate and monitor high impact risks.	3.17
2	The Board conducts an ongoing review of outstanding high-priority risk areas.	3.00
3	The Board establishes a contingency plan with Council to address the impact of unforeseen critical issues or expenditures.	2.33
4	The Board is fulfilling its oversight responsibility with respect to risk management for the WPS.	3.00
5	The Board, in conjunction with the Police Chief, undertakes an annual systematic risk management audit.	3.40
	Overall Average	**2.98**
	Percentage of Total Strongly Agree to Total Responses	17%
	Percentage of Total Agree to Total Responses	60%
	Percentage of Total Disagree to Total Responses	20%
	Percentage of Total Strongly Disagree to Total Responses	0%
	Percentage of Total N/A to Total Responses	3%
	Overall Score	**Satisfied**

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

Question #	Strategic Planning	Weighted Average
1	The Board consults with the Police Chief when establishing priorities and objectives for the WPS.	3.50
2	The Board ensures that community perspectives and issues are addressed in the planning process.	3.40
3	The Board is involved in strategic and business planning for the WPS at an appropriate level.	3.14
4	The Board monitors implementation of the strategic plan and, when necessary, directs corrective action to the Police Chief.	2.83
5	The Board sets the strategic direction for the WPS.	3.29
	Overall Average	**3.23**
	Percentage of Total Strongly Agree to Total Responses	36%
	Percentage of Total Agree to Total Responses	53%
	Percentage of Total Disagree to Total Responses	11%
	Percentage of Total Strongly Disagree to Total Responses	0%
	Percentage of Total N/A to Total Responses	0%
	Overall Score	**Satisfied**

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

Appendix 2 – Winnipeg Police Board Compliance Checklist

BOARD COMPETENCIES		
Duty/Requirement	**Source**	**Comments**
Understanding of the Police Service's mission	MPC Manual	Respondents were significantly satisfied with the Board's performance in this area. (*Board Competency*, Question #23 Average Score)
Governance structure	MPC Manual	Respondents were satisfied with the Board's performance in this area. (*Board Competency*, Question #13 Average Score)
Stewardship	MPC Manual	Respondents were satisfied with the Board's performance in this area. (*Board Competency*, Overall Average Score of Questions #6 and #18)
Understanding of roles and responsibilities	MPC Manual	Respondents were satisfied with the Board's performance in this area. (*Board Competency*, Overall Average Score of Questions #19 to #22)
Effective working relationships	MPC Manual	Respondents were unsatisfied with the Board's performance in this area. The Board would want to improve in this area. (*Board Competency*, Overall Average Score of Questions #8 to #12)
Leadership	MPC Manual	Respondents were unsatisfied with the Board's performance in this area. The Board would want to improve in this area. (*Board Competency*, Overall Average Score of Questions #1, #4, #5, #16, and #17)
Decision-Making (Board members assist the Board in making effective and informed decisions during their term on the Board.)	MPC Manual 4.3	Respondents were satisfied with the Board's performance in this area. (*Board Competency*, Overall Average Score of Questions #2, #3, #7, #14, and #15)

ESTABLISH PRIORITIES AND OBJECTIVES FOR THE POLICE SERVICE		
Duty/Requirement	**Source**	**Report**
After consulting with the police chief, establish priorities and objectives for the police service.	*PSA*, 28(1)	Board staff provided support for compliance with this requirement. Respondents were significantly satisfied with the Board's performance in this area. (*Strategic Planning*, Question #1 Average Score)
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	Board staff provided support for compliance with this requirement.
The Board prepares an annual strategic plan for the Service.	By-law 21	Board staff provided support for compliance with this requirement.
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	Board staff provided support for compliance with this requirement.

The Board's strategic plan is a multi-year document.	MPC Manual 5.1	Board staff provided support for compliance with this requirement.
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	The Board provided written representation of compliance with this requirement. Respondents were satisfied with the Board's performance in this area. (*Strategic Planning*, Overall Average Score of Questions #2, #3, and #5)
The Board's strategic plan contains performance indicators that measure success.	MPC Manual 5.1	Board staff provided support for compliance with this requirement.
The Board's strategic plan is available to the public.	MPC Manual 5.1	Board staff provided support for compliance with this requirement.
The Board monitors implementation of the strategic plan and, when necessary, directs corrective action to the Police Chief.	MPC Manual 5.1	The Board provided written representation of compliance with this requirement. Respondents were satisfied with the Board's performance in this area. (*Strategic Planning*, Question #4 Average Score)
The Board has its own practices and procedures for creating a strategic plan.	MPC Manual 5.1	Board staff provided support for compliance with this requirement.
The Board's strategic planning process complies with Part 4 of the Rules.	Rules Part 4	Board staff provided support for compliance to all but one item of Part 4. Board staff were not able to provide support for Part 4(35)(1)(j) – the requirement to prepare a draft strategic plan document with the content outlined in Rules section 38 by the end of September. Evidence was not provided to demonstrate that drafts were prepared by the end of September for 2016, 2017, or 2018. The Board provided written representation of compliance with non-observable elements of this requirement.
The Board's strategic plan for the Service meets the content requirements outlined in section 38 of the Rules.	Rules 38	Board staff provided support for compliance with this requirement.
The Board completes an annual environmental scan.	Rules 36	Board staff provided support for compliance with this requirement.

ESTABLISH POLICIES FOR THE EFFECTIVE MANAGEMENT OF THE POLICE SERVICE		
Duty/Requirement	**Source**	**Report**
Establish policies for the effective management of the police service	*PSA*, 28(1)	Board staff provided support for compliance with this requirement. Respondents were satisfied with the Board's performance in this area. (*Policy Development*, Overall Average Score of Questions #1 and #2)

DIRECT THE POLICE CHIEF AND MONITOR HIS/HER PERFORMANCE		
Duty/Requirement	**Source**	**Report**
Direct the police chief and monitor his or her performance	*PSA*, 28(1)	The Board provided written representation of compliance with this requirement. Respondents were satisfied with the Board's performance in this area. (*Board-Chief Relationship*, Question #8 Average Score)
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	The Board provided written representation of compliance with this requirement. Respondents were satisfied with the Board's performance in this area. (*Board-Chief Relationship*, Overall Average Score of Questions #5 and #8)
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	Not applicable during the evaluation period.
The Police Chief job description highlights the required competencies identified using a tool and template provided by the MPC.	MPC Manual 6.1	Board staff provided support for compliance with this requirement.
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)	Board staff provided support for compliance with this requirement.
The Board reviews the Police Chief's performance based on the agreed upon performance plan.	MPC Manual 6.2, Rules 86	Board staff provided support for compliance with this requirement.
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 goals and objectives outlined in the strategic plan.	MPC Manual 6.3, Rules 85(1), 85(2)	Board staff provided support for compliance with this requirement. The Board provided written representation of compliance with non-observable elements of this requirement.
The Board ensures all complaints the Board receives about the Police Chief's conduct are made in writing, signed and dated, or submitted according to the MPC's process for receiving complaints from individuals unable to submit them in writing.	MPC Manual 6.4, Rules Part 11	Board staff provided support for compliance with this requirement.
The Board follows MPC processes and Part 11 of its Rules for dealing with all complaints against the Police Chief.	MPC Manual 6.4, Rules Part 11	Board staff provided support for compliance with this requirement. The Board provided written representation of compliance with non-observable elements of this requirement.
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	Board staff provided support for compliance with this requirement.
The Board holds the Police Chief responsible for financial planning, control, administration and management of the Service's operational	MPC Manual 7.1	Board staff provided support for compliance with this requirement.

and capital budgets.		The Board provided written representation of compliance with non-observable elements of this requirement. Respondents were satisfied with the Board's performance in this area. (*Board-Chief Relationship*, Question #4 Average Score)
The Board ensures Service expenditures do not exceed the allocated budget without prior approval from Council.	MPC Manual 7.1	Board staff provided support for compliance with this requirement.
The Board grants or suspends the Police Chief's authority to expend budget operating funds, as appropriate.	MPC Manual 7.1	Board staff provided support for compliance with this requirement. The Board provided written representation of compliance with non-observable elements of this requirement.
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	Board staff provided support for compliance with this requirement. The Board provided written representation of compliance with non-observable elements of this requirement. Respondents were unsatisfied with the Board's performance in this area. (*Risk Management*, Question #3 Average Score)
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	Board staff provided support for compliance with this requirement. Respondents were satisfied with the Board's performance in this area. (*Financial Management*, Question #2 Average Score)
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.	Rules 42	The Board provided written representation of compliance with this requirement. Respondents were satisfied with the Board's performance in this area. (Overall Average Score of *Board-Chief relationship* Questions #1 to #12 and of *Risk Management* Questions #1 and #5)

PERFORM ANY OTHER PRESCRIBED DUTIES		
Duty/Requirement	**Source**	**Report**
Perform any other prescribed duties	*PSA*, 28(1)	The Board provided written representation of compliance with this requirement.
The Board keeps its risk management and risk strategy plans on file.	MPC Manual, 3.6	Board staff provided support for compliance with this requirement.
The Board conducts an ongoing review of outstanding high-priority risk areas.	MPC Manual, 3.6	Board staff provided support for compliance with this requirement. Respondents were satisfied with the Board's performance in this area. (*Risk Management*, Question #2 Average Score)

The Board has a practice for managing confidential information, including information shared within private meetings.	MPC Manual 3.3	Board staff provided support for compliance with this requirement.
Board members understand key sections of the *Freedom of Information and Protection of Privacy Act.*	MPC Manual 3.3	The Board provided written representation of compliance with this requirement. Respondents were satisfied with the Board's performance in this area. (*Board Conduct and Cooperation*, Overall Average Score of Questions #5, #6, and #8)
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	The Board provided written representation of compliance with this requirement. Respondents were satisfied with the Board's performance in this area. (*Board Competencies*, Overall Average Score of Questions #16 and #17)
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	The Board provided written representation of compliance with this requirement. Respondents were satisfied with the Board's performance in this area. (*Board-Chief Relationship*, Question #12 Average Score)
The Board ensures there are internal mechanisms within the Service to ensure common understanding of strategic issues and directions.	MPC Manual, 3.4	Board staff provided support for compliance with this requirement.
The Board has a communication plan.	MPC Manual 3.4, Rules 55	Board staff provided support for compliance with this requirement.
The Board reviews its communication plan annually.	MPC Manual 3.4, Rules 55	Board staff provided support for compliance with this requirement.
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	Board staff provided support for compliance with this requirement.
The Chair acts as the official spokesperson.	MPC Manual, 3.4	The Board provided written representation of compliance with this requirement. Respondents were unsatisfied with the Board's performance in this area. (*Communications and Community Engagement*, Question #12 Average Score)
The Board holds private meetings to discuss critical issues affecting the Winnipeg Police Service.	MPC Manual 3.4	Board staff provided support for compliance with this requirement.
Official media releases about critical issues are provided to the Board as soon as practicable.	MPC Manual 3.4	Board staff provided support for compliance with this requirement. The Board provided written representation of compliance with non-observable elements of this requirement. Respondents were satisfied with the Board's performance in this area. (Overall Average Score of *Board-Chief Relationship* Question #12 and of

		Communications and Community Engagement Question #5)
Board members have timely access to Service information.	MPC Manual 3.4	Board staff provided support for compliance with this requirement. The Board provided written representation of compliance with non-observable elements of this requirement. Respondents were satisfied with the Board's performance in this area. (*Board-Chief Relationship*, Question #1 Average Score)
The Board directs its requests for information to the office of the Police Chief.	MPC Manual 3.4	Board staff provided support for compliance with this requirement.
The Board ensures adequate liability insurance is in place to indemnify and save harmless its members.	MPC Manual, 3.5	Board staff provided support for compliance with this requirement.
The Board reviews policies for which significant risks have been identified.	MPC Manual 3.6	Board staff provided support for compliance with this requirement. Respondents were satisfied with the Board's performance in this area. (*Policy Development*, Question #3 Average Score)
The Board, in conjunction with the Police Chief, undertakes an annual systematic risk management audit.	MPC Manual, 3.6	Board staff provided support for compliance with this requirement. Respondents were satisfied with the Board's performance in this area. (*Risk Management*, Question #5 Average Score)
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	Board staff provided support for compliance with this requirement.
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)	Board staff provided support for compliance with this requirement.
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	Board staff provided support for compliance with this requirement.
The Board operates in accordance with the Manitoba Police Commission's policy and procedures manual.	*PSA* 35(1), MPC Manual 3.8	The Board provided written representation of compliance with this requirement. Respondents were satisfied with the Board's performance in this area. (Overall Average Score of *Board Meetings* Questions #1 and #7 and of *Board Training and Capacity* Questions #3 and #8)
Board members familiarize themselves with the MPC Manual and abide by its policies and procedures.	MPC Manual, 3.8	The Board provided written representation of compliance with this requirement. Respondents were satisfied with the Board's performance in this area. (*Board Training and Capacity*, Question #8 Average Score)

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	Board staff provided support for compliance with this requirement. The Board provided written representation of compliance with non-observable elements of this requirement.
The Chair holds responsibility for ensuring the Board meets its legislative responsibilities and obligations.	MPC Manual 4.1	The Board Chair provided written representation of compliance with this requirement. Respondents were unsatisfied with the Board's performance in this area. (*Board Competencies*, Question #5 Average Score)
The Chair ensures the Board follows the Act, MPC policies and the Board's Rules of Practice and Procedure.	MPC Manual 4.1	During the Board's 2019 Effectiveness Evaluation, two Board members did not participate in the Board's evaluation questionnaire as required by Section 52 of the Board's Rules of Practice and Procedure. The Board Chair was one of the two members who did not participate. Other than not ensuring all Board members participated in the evaluation, the Board Chair provided written representation of compliance with all other elements of this requirement. Respondents were satisfied with the Board's performance in this area. (*Board Meetings*, Question #7 Average Score)
The Chair maintains communication with all Board members.	MPC Manual 4.1	The Board provided written representation of compliance with this requirement. Respondents were unsatisfied with the Board's performance in this area. (*Board Conduct and Cooperation,* Question #13 Average Score)
Board members oversee and support the work of the Service.	MPC Manual 4.3	Board staff provided support for compliance with this requirement. The Board provided written representation of compliance with non-observable elements of this requirement. Respondents were satisfied with the Board's performance in this area. (*Board Competencies,* Question #17 Average Score)
Any employees required to enable the Board to carry out its duties are appointed by the City.	MPC Manual, 4.8	Board staff provided support for compliance with this requirement.
Board staff members undergo background checks, a criminal record check and a child abuse registry check.	MPC Manual, 4.8	Board staff provided support for compliance with this requirement.
The Board has determined whether it will appoint police officers or delegate that authority to the Police Chief.	MPC Manual 6.5	Board staff provided support for compliance with this requirement.
If the Board has delegated that authority to	MPC Manual	Board staff provided support for

the Police Chief, a memo to this effect has been drafted, sent to the Police Chief and kept on file by the Board.	6.5	compliance with this requirement.
The hiring authority verifies in interviews that the candidates possess the minimum qualifications laid out in the *Police Qualifications Regulation.*	MPC Manual 6.5	Board staff provided support for compliance with this requirement.
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	Board staff provided support for compliance with this requirement.
The Board establishes a contingency plan with Council to address the impact of unforeseen critical issues or expenditures.	MPC Manual 7.1	Board staff provided support for compliance with this requirement. Respondents were unsatisfied with the Board's performance in this area. (*Risk Management*, Question #3 Average Score)
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	Board staff provided support for compliance with this requirement.
Board committees have terms of reference in accordance with subsection 24(2) of the Rules.	Rules 24(2)	Board staff provided support for compliance with this requirement.
Board committees schedule their meetings in accordance with section 27 of the Rules.	Rules 27	The Board provided written representation of compliance with this requirement.
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)	The Board provided written representation of compliance with this requirement. Respondents were satisfied with the Board's performance in this area. (*Board Conduct and Cooperation,* Question #10 Average Score)
Committee Chairs report on committee meetings and recommendations at Board meetings.	Rules 30(2)	The Board provided written representation of compliance with this requirement.
The Board collaborates with the Police Chief to understand, quantify, prioritize, mitigate and monitor high impact risks.	Rules 44(2)	The Board provided written representation of compliance with this requirement. Respondents were satisfied with the Board's performance in this area. (*Risk Management*, Question #1 Average Score)
The Board has established a practice that compels the Police Chief to report on any and all critical events.	Rules 46	Board staff provided support for compliance with this requirement.
The Budget and Risk Management 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)	Board staff provided support for compliance with the requirement for informal evaluations to be completed. Board staff were not able to provide support for the dates the informal evaluations were initiated.

The Board reports on the results of informal and formal evaluations in accordance with section 53 of the Rules.	Rules 53	Board staff provided support for compliance with this requirement. The Board provided written representation of compliance with non-observable elements of this requirement.
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)	Board staff provided support for compliance with this requirement.
Board members evaluate themselves in accordance with section 54 of the Rules.	Rules 54	Respondents were satisfied with the Board's performance in this area. (*Board Competencies*, Overall Average Score of Questions #1 to #23)
The Board uses metrics to track the effectiveness of its communication plan.	Rules 55(3)	Board staff provided support for compliance with this requirement.
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 Board provided written representation of compliance with this requirement. Respondents were satisfied with the Board's performance in this area. (*Communications and Community Engagement*, Question #1 Average Score)
Board members share information received from the Service with their fellow Board members in accordance with section 60 of the Rules.	Rules 60	The Board provided written representation of compliance with this requirement. Respondents were satisfied with the Board's performance in this area. (*Board Conduct and Cooperation*, Question #7 Average Score)
The Board and Service communicate on presentations to Council in accordance with section 62 of the Rules.	Rules 62	Board staff provided support for compliance with this requirement.
Board members receive remuneration for time spent in attendance at meetings and training sessions as outlined in section 67 of the Rules.	Rules 67	Board staff provided support for compliance with this requirement.
Board members submit expense claims in accordance with section 68 of the Rules.	Rules 68	Board staff provided support for compliance with this requirement.

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**	**Report**
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)	The Board provided written representation of compliance with this requirement. Respondents were satisfied with the Board's performance in this area. (*Board-Chief Relationship,* Question #3 Average Score)

ENSURE THAT COMMUNITY NEEDS AND VALUES ARE REFLECTED IN THE POLICING PRIORITIES, OBJECTIVES, PROGRAMS AND STRATEGIES		
Duty/Requirement	**Source**	**Report**
Ensure that community needs and values are reflected in the policing priorities, objectives, programs and strategies.	*PSA*, 28(2)	The Board provided written representation of compliance with this requirement. Respondents were satisfied with the Board's performance in this area. (Overall Average Score of *Communications and Community Engagement* Question #6 and of *Strategic Planning* Question #2)

ACT AS A LIAISON BETWEEN THE COMMUNITY AND THE POLICE SERVICE		
Duty/Requirement	**Source**	**Report**
Act as a liaison between the community and the police service	*PSA*, 28(2)	The Board provided written representation of compliance with this requirement. Respondents were satisfied with the Board's performance in this area. (*Communications and Community Engagement*, Question #3 Average Score)

RESTRICTION ON POLICE BOARD ACTIVITIES		
Duty/Requirement	**Source**	**Report**
The Board refrains from giving orders and directions to any member of the Winnipeg Police Service other than the Police Chief.	*PSA*, 28(3)	The Board provided written representation of compliance with this requirement. Respondents were significantly satisfied with the Board's performance in this area. (*Restrictions on Board Mandate*, Question #2 Average Score)
No individual member of the Board gives orders or directions to any police officer	*PSA*, 28(3)	The Board provided written representation of compliance with this requirement. Respondents were significantly satisfied with the Board's performance in this area. (*Restrictions on Board Mandate*, Question #1 Average Score)

NO ROLE ON SPECIFIC MATTERS		
Duty/Requirement	**Source**	**Report**
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)	The Board provided written representation of compliance with this requirement. Respondents were significantly satisfied with the Board's performance in this area. (*Restrictions on Board Mandate*, Question #3 Average Score)

NO ROLE IN PERSONNEL MATTERS		
Duty/Requirement	**Source**	**Report**
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)	The Board provided written representation of compliance with this requirement. Respondents were significantly satisfied with the Board's performance in this area.

		(*Restrictions on Board Mandate*, Question #4 Average Score)

NO RIGHT TO SENSITIVE INFORMATION		
Duty/Requirement	**Source**	**Report**
The Board respects the restriction on its entitlement to sensitive information about individual investigations or intelligence files	*PSA*, 28(6)	The Board provided written representation of compliance with this requirement. Respondents were significantly satisfied with the Board's performance in this area. (*Restrictions on Board Mandate*, Question #5 Average Score)

CODE OF ETHICAL CONDUCT		
Duty/Requirement	**Source**	**Report**
Board members abide by the *Code of Ethical Conduct for Police Board Members*.	*PSA,* 35.2, MPC Manual 3.2	The Board provided written representation of compliance with this requirement. Respondents were satisfied with the Board's performance in this area. (*Board Conduct and Cooperation*, Question #1 Average Score)
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	Board staff provided support for compliance with this requirement.
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	Board staff provided support for compliance with this requirement.
Board members complete and sign the *Oath of Office for Police Board Members.*	MPC Manual 3.2	Board staff provided support for compliance with this requirement.
Board members abide by the *Conflict of Interest Policy for Police Board Members.*	MPC Manual 3.2	The Board provided written representation of compliance with this requirement. Respondents were satisfied with the Board's performance in this area. (*Board Conduct and Cooperation*, Question #2 Average Score)
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	Board staff provided support for compliance with this requirement. Respondents were satisfied with the Board's performance in this area. (*Board Conduct and Cooperation*, Overall Average Score of Questions #2 and #4)
A signed copy of each document is kept in each Board member's personnel file.	MPC Manual 3.2	The Board provided written representation of compliance with this requirement.
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	The Board provided written representation of compliance with this requirement. Respondents were satisfied with the Board's performance in this area. (*Board Conduct and Cooperation*, Question #5 Average Score)
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)	The Board provided written representation of compliance with this requirement. Respondents were satisfied with the

		Board's performance in this area. (*Board Conduct and Cooperation*, Question #6 Average Score)

INFORMATION FROM BOARD TO DEVELOP BUDGET		
Duty/Requirement	**Source**	**Report**
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)	Board staff provided support for compliance with this requirement.
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)	Board staff provided support for compliance with this requirement.
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	Board staff provided support for compliance with this requirement.
The Board submits operating and capital estimates for the Service according to the City's budget procedures and timelines.	By-law 19	Board staff provided support for compliance with this requirement.
The Board provides a reasonable budget for the Service to Council.	MPC Manual 7.1	Board staff provided support for compliance with this requirement. The Board provided written representation of compliance with non-observable elements of this requirement. Respondents were satisfied with the Board's performance in this area. (*Financial Management*, Overall Average Score of Questions #3 and #4)
The Board provides Council with its budget estimate for the Service in a timely manner.	MPC Manual 7.1	Board staff provided support for compliance with this requirement.
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	Respondents were satisfied with the Board's performance in this area. (*Financial Management*, Question #1 Average Score)
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	Board staff provided support for compliance with this requirement. The Board provided written representation of compliance with non-observable elements of this requirement.
The Board vets all budget and financial information before it is tabled with Council or any of its committees.	MPC Manual 7.2	Board staff provided support for compliance with this requirement.
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	Board staff provided support for compliance with this requirement.
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	The Board provided written representation of compliance with this requirement.

BOARD TO ALLOCATE FUNDS		
Duty/Requirement	**Source**	**Report**
Each year, the Board allocates the funds that are provided to the Service under the municipal budget.	*PSA* 29(3)	Board staff provided support for compliance with this requirement.

AUTHORITY OF THE VICE-CHAIR		
Duty/Requirement	**Source**	**Report**
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	The Board provided written representation of compliance with this requirement.

PROCEDURE		
Duty/Requirement	**Source**	**Report**
Subject to the requirements of the *Police Services Act*, the Board determines its own rules of practice and procedure.	*PSA* 33	Board staff provided support for compliance with this requirement.
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	Board staff provided support for compliance with this requirement.
Practices and procedures are adopted with the approval of a majority of Board members.	MPC Manual, 4.4	Board staff provided support for compliance with this requirement. The Board provided written representation of compliance with non-observable elements of this requirement.
The Board puts its practices, procedures and rules in writing.	MPC Manual, 4.4	Board staff provided support for compliance with this requirement.
The Board establishes and codifies its practices and procedures around meetings.	MPC Manual 4.5	Board staff provided support for compliance with this requirement.
The Board observes its Rules of Practice and Procedure during meetings.	Rules 5(1)	The Board provided written representation of compliance with this requirement.
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)	Respondents were satisfied with the Board's performance in this area. (*Board Meetings*, Question #4 Average Score)
The Board ensures it has the support of two-thirds of its members before suspending the Rules in a meeting.	Rules 5(3)	The Board provided written representation of compliance with this requirement.

PUBLIC MEETINGS		
Duty/Requirement	**Source**	**Report**
The Board holds a meeting at least once every three months.	*PSA* 34(1)	Board staff provided support for compliance with this requirement.
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)	Board staff provided support for compliance with this requirement.
The Board holds a minimum of nine monthly meetings per year. Minimum of four police board meetings, spaced three months apart *2018* - The Board must meet at least once every three months	By-law 14 MPC Manual 4.6 By-law 14, MPC Manual 4.6	Board staff provided support for compliance with this requirement.

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	Board staff provided support for compliance with this requirement.
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	Board staff provided support for compliance with this requirement.
The Police Chief is invited to attend regular Board meetings.	MPC Manual 3.4	Board staff provided support for compliance with this requirement.
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	Board staff provided support for compliance with this requirement.
Public notices for meetings set out the time, date and location of the meeting.	MPC Manual, 4.6	Board staff provided support for compliance with this requirement.
The Board posts a meeting schedule for the next year by December 15.	Rules 6(1), MPC Manual 4.6	Board staff provided support for compliance with this requirement.
Agendas are prepared for each Board meeting by the Secretary to the Board, with input from the Board Chair and liaison officer.	Rules 8(1)	The Board provided written representation of compliance with this requirement.
Meeting agendas, reports, and supporting materials are published at least 3 days prior to meetings, excluding holidays.	Rules 8(3)	Board staff informed us that materials were not always made available three days prior to meetings.
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 Board provided written representation of compliance with this requirement. Respondents were significantly satisfied with the Board's performance in this area. (*Board Meetings*, Question #2 Average Score)
The Board meets in private when required to do so under subsection 9(1) of its Rules.	Rules 9(1)	Board staff provided support for compliance with this requirement. The Board provided written representation of compliance with non-observable elements of this requirement.
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)	Board staff provided support for compliance with this requirement.
Board meetings are attended by and include reports from the Police Chief in accordance with section 10 of the Rules.	Rules 10	Board staff provided support for compliance with this requirement. The Board provided written representation of compliance with non-observable elements of this requirement.
Board meetings are attended by and include reports from the Secretary to the Board in accordance with section 11 of the Rules.	Rules 11	Board staff provided support for compliance with this requirement. The Board provided written representation of compliance with non-observable elements of this requirement.
The Board accepts delegations from citizens in accordance with section 12 and 13 of the Rules.	Rules 12, 13	The Board provided written representation of compliance with this requirement.
The Chair presides over Board meetings in accordance with section 15 of the Rules.	Rules 15	The Board provided written representation of compliance with this requirement.

		Respondents were satisfied with the Board's performance in this area. (*Board Meetings*, Question #7 Average Score)
Board members conduct themselves in meetings in accordance with subsection 16(1) of the Rules.	Rules 16(1)	The Board provided written representation of compliance with this requirement. Respondents were satisfied with the Board's performance in this area. (*Board Meetings*, Question #1 Average Score)

TRAINING		
Duty/Requirement	**Source**	**Report**
Every Board member participates in training arranged by the Manitoba Police Commission.	*PSA* 36	Board staff provided support for compliance with this requirement.
The Board provides orientation and training on its own policies and procedures.	MPC Manual 3.7	The Board provided written representation of compliance with this requirement. Respondents were satisfied with the Board's performance in this area. (*Board Training and Capacity*, Question #8 Average Score)
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 under the Act.	MPC Manual 3.7	The Board provided written representation of compliance with this requirement. Respondents were satisfied with the Board's performance in this area. (*Board Training and Capacity*, Question #1 Average Score)
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	The Board provided written representation of compliance with this requirement.
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	Board staff provided support for compliance with this requirement.
Board members undertake any additional training provided by the Board.	MPC Manual 3.7	The Board provided written representation of compliance with this requirement. Respondents were satisfied with the Board's performance in this area. (*Board Training and Capacity*, Question #5 Average Score)

REMUNERATION		
Duty/Requirement	**Source**	**Report**
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	Board staff provided support for compliance with this requirement.
Citizen members are remunerated at the rate of $192 for meetings of over 4 hours, or $336 in the case of the Vice-Chair.	By-law 16	Board staff provided support for compliance with this requirement.
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	The Board provided written representation of compliance with this requirement.

PUBLIC CONSULTATIONS		
Duty/Requirement	**Source**	**Report**
The Board annually holds a minimum of two public consultations to solicit community input on public safety issues and priorities.	By-law 15	Board staff provided support for compliance with this requirement.
The Board holds its annual public consultation meetings at locations throughout the city.	By-law 15	Board staff provided support for compliance with this requirement.

ANNUAL REPORT		
Duty/Requirement	**Source**	**Report**
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	Board staff provided support for compliance with this requirement.
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	Board staff provided support for compliance with this requirement.
The Board completes an annual report.	MPC Manual 5.2	Board staff provided support for compliance with this requirement.
The Board submits its annual report to the Manitoba Police Commission by March 31 of each year.	MPC Manual 5.2	The Board staff provided support for compliance with this requirement, except for the Board submitting the annual report by March 31 of each year. Board staff provided support showing the Board obtained extensions to the submission deadlines from MPC and submitted the annual report by the extension date.
The Board's annual report meets the requirements of 5.2.2 of the MPC Manual.	MPC Manual 5.2	Board staff provided support for compliance with this requirement.
The annual report receives Board approval prior to public distribution.	MPC Manual 5.2	Board staff provided support for compliance with this requirement.
Once approved, the annual report is published on the Board's website and shared with the MPC.	MPC Manual 5.2	Board staff provided support for compliance with this requirement. The Board provided written representation of compliance with non-observable elements of this requirement.

FINANCIAL REPORTING		
Duty/Requirement	**Source**	**Report**
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	Board staff provided support for compliance with this requirement.
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	Board staff provided support for compliance with this requirement.
The Board ensures the Service's regular financial reports include a written analysis that also incorporate a risk assessment and	MPC Manual 7.2	Board staff provided support for compliance with this requirement.

disclosure of any activity that is likely to significantly alter the organization's deficit surplus position.		The Board provided written representation of compliance with non-observable elements of this requirement. Respondents were satisfied with the Board's performance in this area. (*Financial Management*, Question #2 Average Score)
The Board manages its budget in accordance with Part 7 of the Rules.	Rules Part 7	The Board provided written representation of compliance with this requirement.

RECORD RETENTION		
Duty/Requirement	**Source**	**Report**
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	The Board provided written representation of compliance with this requirement.

CONTRACTUAL AUTHORITY		
Duty/Requirement	**Source**	**Report**
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	The Board provided written representation of compliance with this requirement.

APPLICABILITY OF CITY POLICIES, PROCEDURES, STANDARDS AND GUIDELINES		
Duty/Requirement	**Source**	**Report**
The Board operates pursuant to all applicable City policies, procedures, standards and guidelines.	By-law 28	The Board provided written representation of compliance with this requirement.

Appendix 3 – Terms of Reference

BOARD EFFECTIVENESS EVALUATION – TERMS OF REFERENCE

The Winnipeg Police Board will undergo a formal evaluation of its effectiveness in 2019.

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.

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

3.6 The Budget and Risk Management 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 Budget and Risk Management 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.[2]

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 Budget and Risk Management 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 Budget and Risk Management 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 Secretary to the Board.

3.16 The Secretary to the Board 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 Secretary to the Board, 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.

[2] 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.

4.3 The Chief Performance Officer will provide observations on 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 Budget and Risk Management Committee will have a project plan, evaluation questionnaires and a compliance 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 compliance 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 Budget and Risk Management Committee within one month of the deadline for receiving completed questionnaires from Board members and stakeholders.

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

5.7 The Budget and Risk Management 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 Budget and Risk Management 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.

Appendix 4 – Signed Engagement Letter

Winnipeg | Audit

November 27, 2019

Shauna Curtin, Secretary to the Winnipeg Police Board
for the Winnipeg Police Board Budget and Risk Management Committee

Re: Agreed-upon Procedures for the 2019 Winnipeg Police Board Effectiveness Evaluation

Dear Ms. Curtin,

On behalf of my professional team in the City of Winnipeg Audit Department, thank you for inviting us to administer the 2019 Winnipeg Police Board Effectiveness Evaluation. We take this invite as a compliment on our work and appreciate the request. The effectiveness evaluation falls under the "agreed-upon procedures engagements" area of generally accepted government auditing standards, the professional standards for our work. This letter is required by the standards. It provides our understanding of the engagement, and professional obligations we will meet while we conduct our work. For ease of reference, we will refer to the City Auditor/Chief Performance Officer and the Audit Department as "the City Auditor" or "us", the Winnipeg Police Board, its committees and staff as "the Board" or "you", the effectiveness evaluation as "the engagement", the Board's approved terms of reference for the evaluation as "the terms", and the agreed-upon procedures engagement standards as "our standards" in this letter.

The purposes of the engagement are (1) to demonstrate compliance with the Manitoba Police Commission (MPC) Manual, and (2) to identify aspects of the Board's operations that may be improved as a result of the procedures. The information we will use to complete the engagement are survey responses from the Board and its selected stakeholders, and the checklist and supporting evidence supplied by you on the Board's compliance with its legislated requirements.

The procedures to complete the engagement are defined in the terms. The sufficiency of the procedures defined to meet the intended purposes is the responsibility of the Board. As guided by our standards, we make no representations on the sufficiency of the procedures. We acknowledge the opportunity in the terms to provide feedback as we deem necessary. We also acknowledge we are not obligated to provide feedback, and are not liable for potential perceived effects of excluding commentary on the methodology.

The terms state that the Budget and Risk Management Committee ("the committee") is responsible for ensuring the engagement complies with Chapter 3.9 of the MPC manual. The MPC manual requirements may go beyond what is stated in the terms. We note that the committee is responsible for communicating to us any requirements that are not stated in the terms. The committee is responsible for preparing and supplying engagement survey questions to us, as well as the list of stakeholders to whom the survey will be sent. Board staff is responsible for providing the compliance checklist to us, and for providing the evidence demonstrating the Board's compliance with the *Police Services Act* and the Winnipeg Police Board By-law. In line with our standards, we will obtain written representation from you that the Board, the committee, and Board staff have performed their responsibilities relating to the engagement before we issue our report.

We are responsible for completing the City Auditor's procedures defined in the terms. This will consist of comparing the evidence provided by Board staff against the compliance checklist, administering the survey and analyzing the responses, and preparing a report on the results. A more detailed breakdown of these procedures is provided in Appendix 1. Keeping with our standards, our work will not extend beyond these procedures, except by mutual written agreement between us and you. If for any reason we are unable to complete the engagement, we will describe any restrictions on our work in our report, or will not issue a report for the engagement.

We plan to begin our procedures on December 2, 2019. Barring unforeseeable circumstances we expect our report will be delivered by March 31, 2020. We will require your cooperation to complete the engagement within these timelines. All documentation for this engagement will remain the property of the City Auditor and constitutes confidential information. It will not be shared outside of the terms except as required by legislation.

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winnipeg.ca

Our work will be completed in accordance with generally accepted standards for agreed-upon procedures engagements. An agreed-upon procedures engagement is not an examination, audit, or review. Accordingly, we will not express an opinion or any form of assurance in our report on the results of the procedures. The results and any areas identified for potential improvement will reflect the sufficiency of evidence provided by you to demonstrate compliance with the checklist, and the views of survey respondents. Actions taken by the Board to address the results will be at the sole discretion of the Board. We will not be liable for the effects of these actions.

Our report is intended solely for your purposes as defined in the terms. The report should not be used by anyone for any other purposes, and we are not liable if it is. In line with our standards, our report will include a statement noting that, had we performed additional procedures, other matters might have come to our attention that would have been reported to the Board.

Our work cannot be relied on to detect and report existing errors, irregularities, illegal acts, fraud or misappropriations. This is not the purpose of the engagement and the procedures have not been designed to achieve these objectives. Further, the procedures are not designed to provide assurance on internal control, or to identify deficiencies or weaknesses in the design and performance of internal controls. Accordingly, we are not responsible for identifying and communicating deficiencies or weaknesses in internal controls in this engagement, and our report should not be relied on for that purpose. However, if we become aware of such conditions while performing our work, we will communicate them to you in line with our standards.

The engagement is not expected to require further resources than our time and expertise. No fees will be charged to you for these resources to perform the engagement. However, should additional resources become necessary for the engagement, we will communicate this with you. Any such additional costs will be the responsibility of the Board.

Either party may terminate this engagement, with or without cause, by providing written notice to the other party. Neither the Board nor the City Auditor will have any liability to the other party for any losses or effects of either party terminating the engagement early.

By your signature below, you acknowledge the roles, responsibilities and terms described above.

We appreciate the chance to provide our services and believe this letter accurately summarizes the significant terms of our engagement. If you have any questions, please let us know. If you agree with the terms of our engagement as described in this letter, please sign one (1) physical copy and return it to us.

We are looking forward to working with you on this engagement.

Sincerely,

Bryan Mansky, MBA, CPA, CMA, CIA
City Auditor

Shauna Curtin
Secretary, Winnipeg Police Board

November 28, 2019
Date

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Appendix 1

Procedures the City Auditor will complete for the Winnipeg Police Board Effectiveness Evaluation:

1. Initiate the evaluation and circulate the evaluation survey to the Board and selected stakeholders.

2. Allow survey respondents a minimum of two weeks to complete the evaluation surveys.

3. Collect the survey responses and analyze the results.

4. Review information compiled by Board staff to assess the Board's fulfillment of its responsibilities as they are listed in t e compliance checklist provided by Board staff.

5. Use both qualitative and quantitative data to prepare a final report on the results.

6. Obtain written representations from the Board, the Budget and Risk Management Committee and Board staff on the acknowledgement and fulfilment of defined responsibilities relating to the engagement.

7. Report the results back to the Budget and Risk Management Committee with the following deliverables:
    a. Introduction/background;
    b. Role of the Board, the Budget and Risk Management Committee, and the City Auditor.
    c. Methodology;
    d. Observation and analysis of the evaluation survey results;
    e. Observation and analysis of the Board's report demonstrating fulfillment of its legislated responsibilities; and
    f. Conclusions.

    (The report will protect the identity of any respondents whose views are reflected in the report.)

8. Provide feedback to the Budget and Risk Management Committee on the question or evaluation methodology as deemed necessary.

Procedures performed by the City Auditor will not extend beyond those detailed above.

Appendix 5 – Signed Management Representation Letter

Winnipeg Police Board

March 20, 2020

To the City Auditor/Chief Performance Officer

Mr. Bryan Mansky
City of Winnipeg Audit Department
3rd Floor, 185 King Street
Winnipeg, Manitoba, R3B 1J1

Dear Mr. Mansky:

This letter provides you our representations on our responsibilities for the 2019 Winnipeg Police Board Effectiveness Evaluation. We recognize this letter is required by the generally accepted government attestation standards for agreed-upon procedures engagements you have completed the evaluation in accordance with, and that the language complies with the Statement on Standards for Attestation Engagements No. 18 (American Institute of Certified Public Accountants), as a standard for such engagements has not yet been created by the Auditing and Assurance Standards Board of Canada. For ease of reference, we refer to the Winnipeg Police Board, its committees, and staff as "the Board" or "us", the City Auditor/Chief Performance Officer and the Audit Department as "the City Auditor" or "you", the effectiveness evaluation as "the evaluation", the Board's approved terms of reference for the evaluation as "the terms", the Winnipeg Police Service as "the Service", and the agreed-upon procedures engagement standards as "the standards" in this letter.

Our signatures acknowledging that we have fulfilled our responsibilities as severally presented, and as relevant to each signer, are at the end of this letter. We further confirm *to the best of our knowledge* for the period starting at the report date of the prior evaluation to the current report date of March 20, 2020 the following representations:

Applicable to all signers

1. We acknowledge that the effectiveness evaluation is not an examination, audit, review, or other type of assurance engagement.
2. We acknowledge that the City Auditor is not providing an opinion or any form of assurance on the Board's compliance with its legal obligations, or on the results of the evaluation procedures.
3. We have determined the procedures for the evaluation; we are responsible for the sufficiency of the procedures for achieving the evaluation's intended purposes.
4. We acknowledge that our terms and your standards prevent you from performing work beyond the agreed-to procedures.
5. We acknowledge that had you performed additional procedures, other matters may have come to your attention that may have been reported to us.
6. We acknowledge that your work cannot be relied on to communicate existing errors, irregularities, illegal acts, fraud, misappropriations, or deficiencies and weaknesses in the design and performance of our internal controls; and we also acknowledge that you had no responsibility to detect or report any of these.
7. We acknowledge that any actions taken to address the report results are the responsibility of the Board, and that you are not responsible for the effects of any such actions.
8. We are aware of our responsibilities as they relate to us under *The Police Services Act*, the Winnipeg Police Board By-law, the Manitoba Police Commission's *Manitoba Police Board Policy and Procedure Manual*, our own Rules of Practice and Procedure, the terms, and the engagement letter signed with you.
9. We are aware of our responsibilities as they relate to us in Compliance Checklist (item 5.1 of our terms and Appendix 2 in your draft report).
10. We have performed our responsibilities relating to the items above to the best of our abilities, unless otherwise communicated to you.
11. We have disclosed to you any contradictions with our requirements that we are aware of.
12. We have disclosed to you any other matters that we have deemed appropriate.
13. We have responded fully to all inquiries made to us by you, have cooperated fully with our requirements, and have provided to you all relevant materials to complete the evaluation.

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14. We represent that, to the best of our abilities, our conduct complies with applicable laws, procedures and rules of practice where compliance cannot be demonstrated by physical evidence or documents.
15. We have communicated to you any other requirements important for completing the evaluation that are not stated in our terms.

Yours truly,

Shawna Curtin
Secretary to the Board

Date: Mar 20/20

Damon Johnston
Board Member

Date: March 20, 2020

Councillor Kevin Klein
Board Chair

Date: March 12th 2020

Edna Nabess
Board Member

Date: March 20, 2020

Councillor Markus Chambers
Board Vice-Chair

Date: March 20, 2020

Brian Scharfstein
Board Member

Date: March 20, 2020

Mohamed El Tassi
Board Member

Date: March 20/2020

Alicja Szarkiewicz
Board Member

Date: March 20 - 2020