

# Codiac Regional Policing Authority

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## Framework

### Police Act

Under s. 1.1(1) of the *Police Act*, the Minister of Justice and Public Safety shall (a) promote the preservation of peace, the prevention of crime, the efficiency of police services and the development of effective policing, and (b) coordinate the work and efforts of police forces and the RCMP within the Province.

Section 1.1(2) of the *Act* provides that the Minister may provide to boards, councils, police forces, a regional policing authority and the RCMP:

(i) information and advice respecting the management and operation of police forces and the RCMP in handling special problems, and

(ii) such other information as the Minister considers to be of assistance.

Finally, Section 1.1 (3) provides that subject to the *Act* and regulations, the Minister may issue guidelines and directives to any police force within the Province for the attainment of the purposes in s. 1.1(1) above.

### Policing Standards

In 2017, the Minister of Public Safety released Policing Standards applicable to all public police forces in the Province of New Brunswick. According to those Standards, “in keeping with the *Police Act*, the determination of the level of compliance to the standards shall be through “a system of inspection and review of Police Forces.” Should it become necessary to address serious indicators of non-compliance with the standards, the *Act* empowers the Minister to entertain corrective measures.”

In the Statement of Principles (RR 2), the Standards specify that “to be effective, the delivery of policing services must be based on the principles of partnership, ownership, problem-solving and quality service.”

Policing Standard ORG 5 deals with Quality Assurance. The specific standards are:

ORG5.1 Written policies, consistent with municipal/regional police forces operational

and administrative manuals, are required. They shall describe the authority and state the requirement for an internal quality assurance program, including the necessity to:

- develop a risking process for quality assurance assessment; and
- have directives on how, when and who will take responsibility in insuring any corrective measures are completed.

ORG 5.2 Police forces shall have policy facilitating the review/audit of the standards conducted by the Department of Justice and Public Safety.

ORG 5.3 Police forces shall comply with the requests of the Department of Justice and Public Safety for the submission of all documentation related to the provincial Quality Assurance Program.

In a 2017 report by the Policing Standards and Contract Management Branch of the Department of Justice and Public Safety, the Province's Quality Assurance (QA) Program is described as follows:

"The QA Program operates on an annual cycle, beginning in the fall when the provincial priorities are given to the chiefs of police by Policing Standards and Contract Management (PSCM) branch of JPS. The chiefs of police, in collaboration with PSCM conduct a fall risking exercise that examines the provincial priorities as well as establishing force specific risks requiring review. In January, municipal police forces begin their reviews using select review guides created by PSCM and submit all documentation to PSCM by the end of February. PSCM undergoes an internal risking exercise to determine whether any municipal police force will undergo an on-site visit. All municipal police forces participate in a debriefing session which is followed by written feedback from PSCM regarding the QA review. Any recommendations are documented and tracked through an action plan.

While the QA program follows a cyclical process, it is flexible enough to respond to any newly identified risk activities facing municipal police forces. The program examines facts and realities facing modern day law enforcement agencies to identify gaps as well as best practices."

Finally, Section RR 6 of the Standards deals with the RCMP as the Provincial Police Force. It provides that:

"The Provincial Police Service Agreement (PPSA) between the Government of New Brunswick and the Government of Canada establishes the RCMP as the provincial police force. The agreement states that, "the internal management of the Provincial Police Service, including its administration and the determination and application of professional procedures, will remain under the control of Canada.

The agreement further provides that, "in determining the professional police

standards or procedures in respect of the Provincial Police Service, **the Commissioner will harmonize those standards or procedures to be substantially similar to or exceed the comparable professional police standards or procedure applicable to all other police services in the Province.**" (Emphasis added.)

#### Regional Police Services Agreement (RPSA)

The RPSA between the Codiac Regional Policing Authority (CRPA) and the Government of Canada provides, in Article 6.2, that:

"The internal management of the Codiac Regional Police Service, including its administration and the determination and application of professional police standards and procedures, will remain under the control of Canada."

And further in Article 6.5:

"The professional police standards and procedures determined in respect of the Provincial Police Services in accordance with the Provincial Police Services Agreement subarticle 6.5 will also apply to the Codiac Regional Police Service, unless the Commissioner is of the opinion that to do so would be contradictory to a requirement imposed by law, or would negatively affect the RCMP's ability to deliver effective or efficient police services."

In summary, contractually, the Codiac Regional Police Service (CPRS) is committed to providing substantially similar or to exceed the comparable professional police standards applicable to all other police services in the Province, unless the Commissioner is of the view that to do so would be contradictory to a requirement imposed by law or would negatively affect the RCMP's ability to delivery efficient or effective police services.

#### Governance Guidelines

In 2011, the Department of Public Safety issued the Police Governance and Oversight in New Brunswick Policy Guidelines ("Governance Guidelines"). These Guidelines apply to a regional policing authority, as well as to other models of police governance in use in New Brunswick. The Governance Guidelines suggest the following regarding quality oversight by a board:

- Complaints regarding the quality of service by the RCMP may be filed with the Commission for Public Complaints against the RCMP (s. 4.3)
- Board members are to contribute their expertise and experience so that the quality of governance is enhanced (s. 5.5)
- One of the standing committees to be established by a board is a Quality of Policing Committee (s. 5.18)

## RCMP Quality Assurance Program

In a paper entitled *Quality Assurance, Risk Management and Audit in Canadian Police Services: Current Status and Emerging Trends*, sponsored by the Quality Assurance in Law Enforcement Committee (QALEC) of the Canadian Association of Chiefs of Police (CACP), the RCMP's QA processes are described in Appendix Two.

<http://capg.ca/wp-content/uploads/2013/05/QA-Risk-Management-and-Audit-in-Canadian-Police-Services.pdf>

### **Definitions**

For the purposes of this Policy:

*Quality* – means the degree of excellence achieved

*Quality assurance* – is a type of quality management practice that primarily involves establishing organizational procedures and standards for quality; it is the activity of providing, to all concerned, the evidence needed to establish confidence that the quality function is being performed adequately.

*Quality control* – ensures that the procedures and standards established are followed by the members of the organization.

### **Policy**

#### ***(a) The CRP Authority's Quality Oversight Role***

The CRP Authority has contracted with Canada to have the RCMP to provide regional police services. The CRP Authority has a responsibility to ensure that the quality of policing delivered by the CRPS meets or exceeds comparable policing standards and procedures for all other police services in the Province.

Supported by the Quality of Policing Committee, the CRP Authority:

- Develops an understanding, through the Officer in Charge (OIC), of the RCMP Quality Assurance and Quality Control processes and how those compare to provincial QA standards and procedures
- Reviews the results of any internal RCMP or City of Moncton quality assurance reviews/audits pertaining to CRPS
- In consultation with the OIC, monitor reports of complaints and compliments regarding the individual action of officers, civilian staff, and quality of service of the CRPS
- Annually reviews with the OIC the Key Performance Indicators (KPIs) used to provide a picture of the CRPS' progress towards the objectives and goals defined for it by the CRP Authority

- Annually reviews with the OIC the questions for the annual community survey
- Receives and reviews regular KPI reports throughout the year
- Remains abreast of the evolving field of quality assurance and performance measurement/reporting in Canadian police services
- ***Forwards KPI reports received by the CRP Authority to the municipal councils of the municipal funding partners***

#### ***(b) Performance Measurement Framework***

In keeping with best practices in police oversight, the CRP Authority will strive for a balanced approach to performance measurement with performance metrics being organized along at least the seven dimensions of:

- Reducing criminal victimization
- Calling adult and youth offenders to account in appropriate ways
- Reducing fear of crime and enhance personal security
- Increasing safety in public spaces
- Using financial resources fairly, efficiently and effectively
- Using force and authority legitimately, fairly and effectively
- Satisfying citizen demands for prompt, effective and fair service

Reference: *Canadian Police Board Views on the Use of Police Performance Metrics*, (February 2013)

#### **(c) Quality Assurance Reporting**

In order to support the CRP Authority's quality oversight, the OIC will:

- Arrange for an annual (or bi-annual if preferred by the CRP Authority) overview presentation on the CRPS' quality assurance program to the CRP Authority or its Quality of Policing Committee
- Share the results of any internal audits of the CRPS with the CRP Authority (in camera) (including but not limited to financial audits, compliance audits, operational audits, systems-under-development audits, IM/IT audits, forensic audits and control and risk management audit)
- Report annually on complaints and compliments regarding the individual action of officers, civilian staff, and quality of service of the CRPS
- Share with the CRP Authority the results of the annual community survey
- Provide KPI reports at each regular CRP Authority meeting