



Quality Assurance Review Report - 2017

Policing Standards and Contract Management
Public Safety



New Brunswick
Nouveau Brunswick

Miramichi Police Force

Overview

Pursuant to paragraph 1.1(2)(c) of the New Brunswick *Police Act*, the Minister of the Department of Public Safety (DPS) may establish a system of inspection and review of police forces. The *Policing Standards – New Brunswick* are issued as ministerial directives pursuant to subsection 1.1(3) of the *Police Act*. The Standards set out the police force Quality Assurance (QA) program in ORG 5 with the current QA Program in place since 2013. The system of inspection and review of police forces is conducted by policing consultants Jennifer Smith and Rick Votour of the Policing Standards and Contract Management (PSCM) branch of the Department of Public Safety (DPS).

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.

Objective

The purpose of the QA review is to assess adequacy and effectiveness of the policing services provided by the police force by examining common risks to police agencies on behalf of the Minister.

The report is intended to summarize the data collected from the police force, analyze the findings, identify gaps, and present any recommendations and observations that could improve police service to the Director of Policing Standards and Contract Management.

Scope

The QA Program operates on an annual cycle beginning in the fall when the PSCM Director announces to the New Brunswick Association of Chiefs of Police (NBACP) those activities that are mandatory to risk. The 2017 risk activities announced were:

- Sex crimes investigations;
- UCR scoring (data integrity); and
- Community policing.

Members of the police force in collaboration with the PSCM review team conduct a fall risking exercise that examines the mandatory risk activities and any police force specific risks that could benefit from an examination.

In January police forces begin their reviews using either review guides created by the PSCM review team or developed by the police force. The police force can also employ any other review technique they deem appropriate. All documentation is submitted to the PSCM

review team.

In the spring of 2018, the PSCM review team conducted an internal risking exercise to identify municipal police forces that will be scheduled for an on-site review.

This report serves as an overview of the police force QA program performance for the 2017 cycle to ensure the management of selected risk activities is in compliance with the *Policing Standards – New Brunswick*, the Municipal/Regional Police Forces Operational and Administrative Manuals (Operational Manual and Administrative Manual, respectively) and legal requirements. The PSCM review team monitors recommendations to completion.

A snapshot of the reviewed activities is summarized in this report (see table 2) and includes a rating based on the following scale (table 1).

TABLE 1	
Rating	Description
Needs Improvement (NI)	Practices and controls are not adequate to ensure the objectives are achieved effectively in this activity.
Meets Expectations (ME)	The activity's management meets current provincial policing requirements. Any issues/opportunities for improvement noted are not major in that they do not affect the ability to achieve its objectives.

Findings		
TABLE 2 - Summary of findings		
Review by police force		
NI	ME	Comments
UCR scoring (data integrity)		
		Experienced civilian RMS coordinator and validator of files to CCJS; minor recommendations made; solid workflow management. <i>See recommendations - # 1, #2, #3, and #4</i>
Community policing		
		MPF provides a contemporary level of community policing to its citizens which meets the Policing Standards; well-documented review. <i>See recommendation - # 5</i>
Intimate Partner Violence (IPV)		
		Files are diligently investigated and conform to protocols and policies; flagging IPV files can be improved at MPF. <i>See recommendation - # 6</i>
Use of force		
		Use of force coordinator in place and acknowledged duties in writing; solid training program by experienced instructor; good oversight of use of force incidents; low number of incidents. No recommendations
Pursuits		
		MPF has a low number of pursuits and there is adequate oversight by the management team; cars are equipped with in-car dash cameras that are recording whenever vehicle is operational. No recommendations

Search & seizure	
	ITOs are all reviewed by a supervising officer prior to Crown review; detail page is used however not in all instances. <i>See recommendation - # 7</i>
Review by PSCM	
IPV	
	Flagging of files as IPV and ODARA needs improvement; use of P126 needs to be completed by members and IPV coordinator; victim service referrals are not documented. <i>See observation - PSCM #1</i> <i>See recommendations - PSCM # 8, and 9</i>
Sex crimes	
	Senior and experienced investigators in Criminal Investigation Division handling majority of complex crime; victim service referrals are not documented. <i>See observation - PSCM #2</i>
Exhibits	
	Main bond room is clean, neat and free of odor and managed by an experienced police officer who is also MPF Chief Reader; there is room for improving the efficiency of the disposal of exhibits and updating of the RMS property records. There has not been a full audit of the exhibit rooms in recent years. <i>See recommendation - PSCM #10</i> <i>See observation - PSCM #3</i>

Findings of the MPF self-review

UCR Soring / Data Integrity

Objective:
To ensure that data entered into the Records Management System (RMS) is complete, consistent, accurate and void of duplication while conforming to policies, legislation and the Uniform Crime Reporting (UCR) Incident Based Survey reporting to Statistics Canada.

Findings:
A civilian staff member responsible for CCJS validation and the Superintendent in charge of operations completed this self-review using the PSCM review guide. MPF's civilian member is a subject matter expert and is called on by other agencies for assistance. There is currently no succession plan in place for the civilian validator due to limitations within the bargaining unit. The reviewers found that having refresher training would enhance the quality of the files. The civilian validator is also the Records Management System (RMS) coordinator and occasionally has to request training on new legislation and policy updates.

Recommendation - #1:
The Chief or delegate will arrange RMS refresher training for members.

Recommendation - #2:
The Chief or delegate will ensure the 24 hour timeline for creating a GO is added to the MPF Workflow Management Policy.

Recommendation - #3:

The Chief or delegate will ensure the RMS coordinator is immediately made aware of any procedural or legislative changes that could affect the validation of a file.

Recommendation - #4:

MPF management will meet with the City of Miramichi Human Resources officer to explore a possible solution to the issue of succession planning for the RMS coordinator and civilian validator position.

Community policing**Objective:**

To ensure that the police force responds to the needs of the community based on the principles of partnership, ownership and problem solving with a focus on delivering quality service. The police force will maintain an ongoing dialogue by working in collaboration with others for the purpose of remaining proactive and will strive to achieve a contemporary community policing service delivery model that is evidence based, flexible and responsive.

Findings:

The superintendent in charge of operations completed this self-review using the PSCM review guide. MPF no longer operates a dedicated Community Services Section due to budget restrictions; however the police force has taken the approach that community policing is a culture where every member of the police force contributes in some way to their community. This has enabled the police force to have regular meetings with their sergeants group, consult with downtown business, and participate in monthly meetings with the Miramichi Protective Services Committee. Further MPF is engaged with other community groups, such as: IPV community response team, TADD, Glen Elg Group Home, Miramichi Suicide Prevention Committee, Mobile Mental Health, Schizophrenia Society, CISNB and Contraband Enforcement (CEU) Unit with DPS. MPF recently completed a survey of the business community. The force is engaged with the area schools and they report seven youth who participated in the Youth Diversion Program.

The reviewer found that MPF offers a contemporary level of community policing with some aspects being within the contemporary plus category.

Recommendation - #5:

The Chief or delegate will ensure a Citizen Satisfaction Survey is completed within the next twelve months and that any resulting recommendations be actioned.

Intimate partner violence (IPV)**Objective:**

To ensure that appropriate investigative procedures and established protocols are followed and documented and that where appropriate, charges are laid in cases involving

intimate partner violence (IPV).

Findings:

A Corporal on one of the platoons completed this self-review using the PSCM review guide and matrix. The reviewer found that the RMS study flags for IPV and ODARA are not being consistently applied. Members are diligent in following policies and protocols in these investigations while ensuring the safety of the parties and police officers involved.

Recommendation - #6:

The Chief Reader will ensure that all IPV files are flagged in accordance with IPV policies and guidelines.

Use of force**Objective:**

To ensure the reporting procedures in these incidents are followed and that the use of force is in compliance with the policies in place and the *Policing Standards – New Brunswick*.

Findings:

The Deputy Chief completed this review using the PSCM review guide and matrix to examine all MPF use of force incidents in 2017. MPF has an identified use of force coordinator. The coordinator has acknowledged in writing their roles and responsibilities, one of which includes the review of all use of force incidents that occur and are submitted to the Chief and the Director of Policing Standards and Contract Management. Of all of the use of force incidents reviewed, the D/Chief found that there was an appropriate level of force used by MPF members. MPF has a fully trained Emergency Response Team and policy is in place. Mandatory training is current and block training is done annually. No recommendations were made by the MPF reviewer with respect to use of force incidents.

Pursuits**Objective:**

To ensure the reporting procedures in these matters are followed and that the pursuit is in compliance with policies and the *Policing Standards – New Brunswick*.

Findings:

The Superintendent in charge of operations completed this review using the PSCM review guide and matrix to examine the MPF pursuits. Shift supervisors and senior management are responsible for the oversight of pursuits and corrective action is taken when needed. Digital recordings of the pursuit are retained and all vehicles are equipped with in-car cameras which are recording whenever the police vehicle is in operation. No recommendations were made by the MPF reviewer with respect to pursuits.

Search and seizure**Objective:**

To ensure that proper documentation was completed and that the search & seizure complied with legal requirements.

Findings:

The Sergeant in charge of the Criminal Investigations Division and the Deputy Chief completed this review using the PSCM review guide and matrix to examine a sample of warrants. The information to obtain (ITO) is reviewed by a supervising officer before being reviewed by the Crown and in every instance the search warrant was substantiated through a thorough investigation. MPF uses the detail page in the RMS relating to warrants however it is not done in all instances. Warrants were deemed to have been properly applied for and executed in accordance with the law. The reviewer did note some areas for improvement with respect to documentation in the file.

Recommendation - #7:

The Chief or delegate will ensure the workflow management policy be amended to include the mandatory use of the detail page.

Review by PSCM**Intimate Partner Violence (IPV)****Objective:**

To ensure that appropriate investigative procedures and established protocols are followed and documented and that where appropriate, charges are laid in cases involving intimate partner violence (IPV)

Findings:

The findings of the MPF self-review identified a need to improve the flagging of IPV files and when an ODARA was scored. In order to determine a sample for on-site review by the PSCM team, the following searches for files in the following crime types were conducted for the 2017 reporting period:

- D1-D5 (flagging of IPV files)
- Common Assault
- Criminal harassment
- Break & enter
- Mischief
- Domestic call

The D1-D5 searches revealed that IPV flagging has improved since April 2017. A random sample of the crime types listed above was selected for review. The sample was initially reviewed to determine whether the file was IPV and resulted in 30% of the files requiring a study flag indicating either IPV and/or ODARA. The identified IPV files were examined by

the PSCM review using the PSCM review guide and matrix. The PSCM review team confirms the MPF reviewer's findings that the flagging of IPV files need improvement.

More than one member routinely responds to IPV incidents in Miramichi. Referrals to Social Development are made where appropriate and documented in the file; however the victim service referrals are either not occurring or are not being documented. The IPV Operational Manual policy (2.1) and *Intimate Partner Violence Quality Assurance Checklist (P126)*, was initially released on June 20, 2017. The reviewers did not find any IPV checklists attached to the files as required by policy.

Officers are documenting their attempts to interview victims, suspects and witnesses. Officers are not always completing queries on the RMS and CPIC to determine previous incidents of IPV or it is not always documented in the file. Investigative files are being scanned and attached to the system.

Observation - PSCM #1:

PSCM review confirms findings made by the MPF reviewer (see recommendation - MPF #6).

Recommendation - PSCM #8:

The Chief or delegate will ensure investigating officers and the IPV coordinator are using the *Intimate Partner Violence Quality Assurance Checklist, form P126*, as per the *Intimate Partner Violence Operational Manual* policy 2.1.

Recommendation - PSCM #9:

The Chief or delegate will ensure police officers are referring victims to the provincial Victim Services Program and that the police officers are documenting these referrals in the RMS as per Operational Manual 2.1 and 6.5, the *Policing Standards – New Brunswick, SS 1* and the *Woman Victims of Abuse Protocols (WVAP)*.

Sexual crime

Objective:

To ensure that appropriate investigative procedures and established protocols are followed, documented and that where appropriate, charges laid in cases surrounding sexual crime incidents.

Findings:

The PSCM review team examined all 2017 sex crime investigations from the 1300 UCR series. Investigations are thorough and well documented. It is unclear whether referrals to victim services are being made or whether it was not documented; it was not readily apparent to the reviewers. Any files not flagged as IPV were identified to the Chief during the debriefing. MPF has created additional study flags to identify whether a ViCLAS file has been submitted or not required; this alleviates having to change the ViCLAS study flag. Files are accurately scored and cleared and instances of Cybercrime are identified. Referrals to Social Development are consistently made. In all cases, attempts were made to interview

the complainant, the victim, the suspect and relevant witnesses including efforts to obtain all disclosure statements. Victims are kept updated on the status of the investigation.

Observation - PSCM #2: **Same as recommendation PSCM #9**

The Chief or delegate will ensure police officers are referring victims to the provincial Victim Services Program and that the police officers are documenting these referrals in the RMS as per Operational Manual 2.1 and 6.5, the Policing Standards – New Brunswick, SS 1 and the Woman Victims of Abuse Protocols (WVAP).

Exhibits

Objective:

To ensure articles seized or otherwise coming into police custody are properly reported, securely stored, and properly disposed of.

Findings:

The PSCM review team examined MPF's exhibit handling practices using the PSCM review guide and matrix and included an examination of all bond rooms and storage locations. The MPF bond room custodian is an experienced police corporal who has been managing the bond room for 10 years. A full audit of exhibits has not been completed in recent years.

A suitable number of secure temporary lockers are available to investigators to move property in and out of the main bond room. The primary bond room meets all security requirements and is managed by the bond room custodian. This room was found to be neat, clean, free of odor and well organized. The primary bond room is not large enough to house all exhibits so a secondary bond room is used for exhibit overflow, large exhibits and exhibits from older investigations. A small lockable refrigerator is used by investigators for exhibits needing to be kept cold until handled by the exhibit custodian. A freezer for exhibits needing long term storage is full to capacity. A small refrigerator in the main bond room is full to capacity.

MPF uses the Versadex property subsystem to control the handling, storage and disposition of exhibits. The return or destruction of exhibits depends on the bond room custodian being made aware of when exhibits are eligible for disposal. While Versadex has a functional system for setting disposal review dates for seized property it is not being utilized. Officers need to be diligent in advising the bond room custodian once an item has been returned or destroyed so that the system may be updated and accurate. The PSCM review team notes that the disposal of exhibits and effective use of the disposal review dates within the RMS are areas that should be improved upon.

The RMS has the ability to create a number of reports within the property control subsystem. While the bond room custodian conducts routine spot checks of exhibits on shelves, the spot checks do not go far enough. The bond room custodian should ensure that RMS records accurately reflect the location and disposition of all exhibits.

While firearms are stored legally within secure gun lockers, the bond room custodian is not always able to visually determine if firearms are made safe before being placed in the

temporary/overnight lockers. This can be rectified with some simple measures put in place. MPF does provide ample trigger locks and zip ties for new firearm seizures. An examination of the locked gun lockers revealed older exhibit firearms that do not have trigger locks.

Recommendation - PSCM #10:

A full audit of all rooms where MPF exhibits are stored is needed pursuant to the *Exhibit* policy, Operational Manual 8.1.1.f. RMS records need to accurately reflect the movement of exhibits from the moment of seizure to final exhibit disposition. Once the exhibit audit is completed the PSCM review team will conduct an on-site review.

Observation - PSCM #3:

Officers should be reminded to always include the property report with their seized exhibit when submitting an exhibit for storage and ensure that the date and time of seizure is noted on the sealed evidence bag (or tag if appropriate) along with their initials. Officers should include specific descriptive and identifying detail when entering exhibits into the RMS.

Concluding Summary

The PSCM review team would like to thank the Miramichi Police Force for their contribution during the 2017 QA review process. As a result of the review, MPF has created an action plan to track recommendations to completion. The PSCM review team remains available to MPF for assistance and looks forward to continued collaboration for the fall 2018 risking process.

Policing Standards and Contract Management (PSCM)

Quality Assurance (QA) Review Team

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Date report submitted to Director: October 15, 2018

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Date report reviewed and approved by Director: Oct. 18/18

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