

EXECUTIVE SUMMARY

Use of Force in the Calgary Police Service

An Independent Review conducted by
The Honorable Neil Wittmann, QC
for Chief Constable Roger Chaffin
Calgary Police Service

April 2018

LETTER TO CHIEF CONSTABLE ROGER CHAFFIN

**The Honourable Neil Wittmann, QC
Independent Reviewer**

April 30, 2018

Roger Chaffin
Chief Constable
Calgary Police Service
5111 47 Street NE
Calgary, AB. T3J 3R2

Dear Chief Chaffin:

Independent Review of Use of Force in the Calgary Police Service

I am pleased to provide you with my report following the review of use of force in the Calgary Police Service.

The report includes my recommendations, informed by broad consultation, in response to the Terms of Reference dated May 16, 2017.

I would like to thank you for the opportunity to lead this Review. I hope that the Calgary Police Service will find the recommendations useful in its efforts to improve its practices in respect of use of force.

Sincerely,

A handwritten signature in black ink, appearing to read 'Neil Wittmann', with a stylized flourish at the end.

Neil Wittmann, QC

ACKNOWLEDGEMENTS

This Review examined the wide range of circumstances around use of force by police officers in the Calgary Police Service (CPS). The preparation of this report engaged many individuals and representatives of organisations to whom I am indebted.

During this Review, I personally interviewed over 190 individuals, many of whom were members of the CPS. I also spoke to family members, representatives from the field of mental health, academia, law enforcement, the judicial system as well as government and law enforcement oversight. The conversations as well as written submissions provided invaluable input that has informed my understanding of the issue of police use of force.

I need to extend my gratitude to family members of individuals who were killed or severely injured in an interaction with a police officer. They were willing to share their personal experience with me and their suggestions for moving forward. I also had the opportunity to speak with police officers who were involved and whose lives were affected by these encounters. In addition, police officers who had witnessed such a use of force encounter spoke to me and gave me their views. Their contribution provided additional insight into each incident and has informed my recommendations.

Groups or institutions that warrant special mention are members of the Alberta Serious Incident Response Team; the Minister of Justice and Solicitor General, including the Director of Law Enforcement and staff as well as the Policing Standards and Audit Section; the Calgary Police Commission; the Calgary Police Association and its Board; the Patrol Advisory Committee of the Calgary Police Service; legal counsel, both internal as well as outside counsel representing police officers; and personnel at the Calgary 911 Call Centre, including call evaluators and CPS dispatchers.

The cooperation of members of the CPS was at all times professional, candid and informative. All aspects of my observations of training are detailed in the report and each time I was an observer, an officer was assigned to accompany me. To each of them, I express my gratitude not only for their own insight as to what I was observing, but also for their courtesy.

I also need to recognise and extend my gratitude to the Panel of Experts convened in Calgary, which involved members or former members of police agencies, leading academics on policing and ethics in Canada, leaders in independent use of force investigations and oversight and a mental health expert. The daylong round table discussion resulted in a multi-faceted insight which has been integral to the preparation of the report.

Throughout my time in observing, researching, investigating and interviewing, I was assisted by Staff Sergeant Shane Joyce; an 18 year member of the Calgary Police Service who has vast experience in many facets of policing. I must also acknowledge and thank the two CPS business strategists, Sara Skinner, PhD(c) and Amory Hamilton-Henry, PhD, who were assigned to me full-time for this project. Their contribution and advice was invaluable. All three played an important part in helping to draft the report in terms of the facts and the status quo and worked tirelessly to ensure all timelines were met.

I need to thank Margie Heerschop for her devoted transcription as well as the members of the Strategic Services Division and the Chief Crowfoot Learning Centre for their efforts in researching and supplying requested information.

The recommendations emanating from this Review and the responsibility for them are mine and mine alone. It has been a privilege to interact with the many professionals of the Calgary Police Service and outside stakeholders and I thank everyone for their candour, cooperation and contribution.

Neil Wittmann, Q.C. April 2018

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On May 16, 2017, I was asked by Roger Chaffin, Chief Constable, to undertake an independent review of use of force by the Calgary Police Service (CPS). Chief Chaffin noted at that time that,

The purpose of directing a systemic review is not to assign individual fault, or to concentrate on the examination of any one particular shooting, but rather to determine whether systemic drivers, gaps or opportunities can be identified that may increase public and officer safety, and enhance public confidence in the Calgary Police Service (CPS). We also hope that although the review will focus on shootings in particular, some of the results may provide ideas and guidance that assists us in ensuring we have the best possible practices in respect of the use of force generally.

My specific mandate included an examination of:

- CPS policies, procedures, practices, equipment and culture, relating to the use of lethal force;
- Training (both initial and continuing) provided to CPS members both internally and by external partners/agencies; and

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- Current command, control and supervision models of personnel as it relates to the use of lethal force.

In line with the requirements of this appointment, this Review has not examined the specific conduct of any individual police officer, in any of the referenced officer-involved shootings, as each incident has been, or is currently the subject of a statutory external investigation by the Alberta Serious Incident Response Team (ASIRT), as well as an administrative review by the CPS Professional Standards Section (PSS). This Review has not made any findings of civil, criminal or disciplinary liability against any person, agency or organisation. Similarly, in keeping with my mandate, this Review has not made findings of fact or otherwise in respect of any one or more specific shootings or incidents.

OVERVIEW OF REVIEW FINDINGS

In the review of police use of force in Calgary, I wanted to ensure I began with an understanding of the context of calls for service and police use of force. This examination in no way absolves the members of the CPS of the responsibility to use only the required force. It instead provides an opportunity to establish the extent to which force, lethal or otherwise, has been used by any member of the CPS. Over the six year period (2012-2017), the CPS received 3,170,918 calls for

service and provided an officer to respond to 1,852,537 (58.4%) of these calls. During the same period there were 21 officer-involved shootings involving members of the CPS. These incidents involved a total of 24 subject officers and 22 affected persons. Of the 22 affected persons, eight (36%) were lethally wounded, 10 (46%) sustained non-lethal injuries and four (18%) sustained no injuries.

A police encounter which results in injury to, or the loss of life of an affected person, or an officer, is tragic. These incidents have implications for families, the officers involved, the organisation and the wider community. The factors contributing to use of force in police encounters are many and vary depending on the nature of each call. The myriad factors inhibit the application of one solution to prevent or minimise the likelihood of use of force. As discussed in this report, the review of police use of force requires an examination of factors within the organisation, beginning with recruitment, training and culture. It also demands an examination of the community context, with particular focus on mental health systems as well as the legislative environment with regard to the efficacy of existing policies, regulations and processes.

The fact that police officers may on occasion use force in the execution of their duties is self-evident. The police have been described as “an institution with the monopoly to employ non-negotiably coercive force in situations where its use is

unavoidably necessary”¹. That means, under law, police have the authority to use force in situations in which the use of force is required. However, in Canada, as in most societies, the exercise of that “monopoly is constrained by public expectations and legal requirements”².

My Review found that the members of the CPS have a deep understanding of their power and authority and have balanced this with the related responsibility and duty to serve. This is embodied in the organisation’s values and is carried through in policy and procedures in recruitment, training and operations. During the period of my Review, the CPS has taken steps to address some of these areas which I will mention in this report. This is commendable and these efforts to learn from and address emerging issues should continue. The identification of gaps or the provision of recommendations should in no way be seen as an indication of failure on the part of the organisation but should be construed as an opportunity for improvement.

As with previous reports on police use of force, I have found that there remains an urgent need to explore and address the issue of police encounters with persons in crisis. Police in Calgary, as with their counterparts across Canada, are increasingly responding to incidents involving individuals experiencing a mental

¹ Bittner, E. (1970). *The Functions of the Police in Modern Society*. Chevy Chase, MD: Brandeis University and the National Institute of Mental Health, p. 122.

² Cyr, K. (2016). Police Use of Force: Assessing Necessity and Proportionality. *Alberta Law Review*, 53(3), 663-679.

health crisis. In addition, police officers are more likely than not to be the first responders in these situations. I believe it is incumbent on the police to acknowledge that this is now a critical component of their job. This understanding will influence the required cultural change and changes in recruitment, training, policies and procedures to ensure officers have the requisite capacity and ability to respond. While this is important, the situation reiterates the need for a broader conversation about the glaring gaps within the mental health system and the implications for the lives of all Calgarians. It is unlikely that there will be improved outcomes of police encounters with people in crisis absent a focus on minimising and/or preventing people from finding themselves in a mental health crisis.

There continues to be significant delays with the investigation of officer-involved shootings and serious incidents. This has been attributed to the processes required and the lack of resources for the different agencies involved in these investigations. For the sake of justice and the needs of officers and affected persons, the complexity and seriousness of these investigations can no longer be used as a justification for inordinate delays.

Police response to visible minorities and Indigenous populations continues to garner the attention of the public, advocates and researchers alike. In the course of my Review, I remained conscious of this issue. This issue was never a concern

within the CPS as it relates to the specific incidents of use of force that I reviewed, nor in my interviews with CPS members, nor in my observations of training or review of training materials.

At the end of this Review, I am convinced that the goal related to police use of force should be to at best eliminate or at least reduce the situations that cause officers to use lethal force. This in itself requires focus on training, critical thinking skills, strategic planning and appropriate tools and equipment. It requires a more earnest attempt at collaboration between agencies within law enforcement and the health system, to address gaps related to police encounters with persons in crisis. It also requires the development and application of consistent, current and comprehensive guidelines and procedures for policing. The recommendations are therefore presented for consideration by the Chief Constable, the Government of Alberta and agencies with an involvement in the issues presented in this report.

OVERVIEW OF REVIEW SECTIONS

I have attempted to respond to the specific areas of my mandate in the sections of this document. I have included recommendations at the end of each relevant section of this document.

Part A provides a background to the Review, including the mandate, scope and methodology of the Review. Information about use of force incidents involving CPS officers between 2012 and 2017 is also presented.

Part B describes the context of policing in Calgary and outlines the legal framework for policing. The section of the document also provides an overview of the structure of the CPS.

Part C focuses on the processes involved in officer recruitment and selection.

Part D outlines the approach to recruit and in-service training for CPS officers, with specific focus on how use of force is addressed in training and education programming within the organisation.

Part E discusses the legislative and policy frameworks for use of force by CPS officers. It also examines use of force tools and options available to CPS officers and the organisational framework to respond to use of force incidents.

Part F outlines the internal and external processes that are engaged once there is a use of force incident involving a member of the CPS.

Part G describes the critical issue of police interactions with persons in crisis; the policy and legal environments; the increasing frequency and dynamic nature of these incidents; impact on resources and mechanisms used by the CPS to minimise lethal encounters.

Part H examines the issue of police culture within the CPS, with attention to existing mechanisms designed to support positive developments in the culture as well as those which may undermine that culture. The significance of culture to police use of force is central to this discussion.

Part I facilitates a broader examination of existing approaches to CPS planning and business operations within the context of streamlining and strategically managing resources and engendering a shared commitment to the organisation's philosophies and policies.

SUMMARY OF RECOMMENDATIONS

PROVINCIAL OVERSIGHT

RECOMMENDATION 1:

- The CPS, through the Alberta Association of Chiefs of Police (AACP), or otherwise, urge the province of Alberta to review the Police Act and the way oversight and policing standards are developed and if it is desirable to continue to issue standards other than through Orders in Council or Regulations, that the Police Act be amended to indicate the clear powers and mandate of a Director of Policing or Law Enforcement, including their functions and ability to develop, publish and enforce compliance with the standards, directions or guidelines.

RECOMMENDATION 2:

- The CPS work with the AACP and renew efforts urging the province to adopt the recommendations contained in the AACP's proposal to amend the Police Act and Regulations.

RECOMMENDATION 3:

- The CPS review the Ontario Police Service Act, 2018 with a view to working with the AACP to further refine recommendations for an amended Police Act in Alberta.

OFFICER RECRUITMENT

RECOMMENDATION 4:

- The CPS ensure that file managers do not maintain sole responsibility for any one recruit file, to enhance the objectivity of their input during the officer recruitment process.

RECOMMENDATION 5:

- The CPS review and implement additional avenues for the engagement of psychological services in the design, implementation and review of the officer recruitment process.

RECOMMENDATION 6:

- The CPS, in conjunction with the AACP, conduct an independent evaluation of the suitability of the Minnesota Multiphasic Personality Inventory-2 (MMPI-2) as a psychometric test for recruit selection.

RECOMMENDATION 7:

- The CPS evaluate the efficacy of the Implicit Association Test, in terms of whether it would be useful in identifying implicit and explicit bias among applicants, particularly with regard to use of force or for that matter, whether it could be administered to new recruit classes for teaching purposes focused on bias.

RECOMMENDATION 8:

- **The CPS inform all candidates to be deferred for between one and five years, of the reasons for the deferment, at least verbally. In that way, a candidate can decide whether they believe they can be successful on reapplication or whether they should abandon their aspiration to become a CPS officer.**

OFFICER EDUCATION AND TRAINING

RECOMMENDATION 9:

- **The CPS elevate the Chief Crowfoot Learning Centre (CCLC) to a Division with specific responsibility for all aspects of recruit and in-service education and training for members. The CCLC Division should have responsibility for:**
 - a) **Ensuring education and training aligns with the needs of the organisation and consistently reflect the philosophy and tone of policies and legislation.**
 - b) **Facilitating the periodic review and amendment of existing courses, as well as the development of new courses, as required, to augment the training and education programming.**
 - c) **The development and implementation of requirements for the certification, assessment and continued development of instructors.**
 - d) **Ongoing review of emerging practices and relevant research by other law enforcement agencies, academia and institutions such as, the Police Executive Research Forum (PERF), Force Science Institute, International Association of Chiefs of Police (IACP) and facilitate the application of relevant findings to training and education programming.**
 - e) **Advocate for and manage resources to support quality training and education for recruit and in-service training. This should include financial support, maintaining an efficient training schedule and the maintenance or replacement of training facilities as required (e.g. shooting ranges, driving track).**

RECOMMENDATION 10:

- The CPS allocate an annual budget to the CCLC to include amounts designated for quality training and education for new and existing officers and members, with provisions for the shooting ranges, driving track, training materials and personnel.

RECOMMENDATION 11:

- The CPS strengthen the existing Police Training Officer (PTO) program to ensure continued capacity development for PTOs and alignment with the Recruit Training Program (RTP) by:
 - a) Introducing mandatory certification for all current PTOs, to ensure they have the capacity to effectively perform the required mentorship and evaluation of new officers.
 - b) Subsequently introducing mandatory, annual re-certification of all PTOs. This one-day course should ensure PTOs are aware of new and emerging areas covered in the RTP.
 - c) Instituting an evaluation of PTOs, with specific consideration of the implementation of an anonymous mechanism for new officers to provide feedback on the quality of mentorship and training received from their individual PTO. Implement remedial training for PTOs as required following evaluation.

d) Rescinding the designation and replacing those PTOs who fail to achieve the program's objectives.

RECOMMENDATION 12:

- **The CPS provide additional support to the existing District Training Officers (DTO) program to improve in-service training by:**
 - a) Identifying areas of training that should be mandatory (in addition to scheduled re-qualifications), such as training related to use of force and DTO facilitated training in de-escalation.**
 - b) Establishing the level of proficiency that must be attained by each officer upon completion of the training.**
 - c) Outlining the expectations for remedial work for officers not attaining desired proficiency in training.**

RECOMMENDATION 13:

- **The CPS ensure that the deployment and scheduling models utilised within the Districts provide the capacity for mandatory training and re-qualifications while minimising impact on service delivery to the citizens of Calgary.**

RECOMMENDATION 14:

- The CPS develop a comprehensive annual DTO training agenda outlining the key areas of focus for training, targets, resources, schedule and assessment processes.
- a) While DTOs must be required to conform to an established training agenda, the CPS should provide scope for DTOs to develop and implement training in line with identified needs within their respective Districts, albeit in consultation with and the approval of the CCLC. Where applicable, this training must be shared across all DTOs.
- b) The CCLC work with the DTOs to develop an annual training schedule for each District, with focus on the most efficient use of training facilities and officers' time.

RECOMMENDATION 15:

- The CPS develop and implement different approaches to training that emphasise use of shorter periods, to highlight and reinforce key learning.

RECOMMENDATION 16:

- The CPS consider the implementation of cohort-based Reclassification Training for new officers to align with their progression from 5th to 1st class constable.
- a) The CPS evaluate and report on the impact of Reclassification Training on officers' skill perishability.

USE OF FORCE

RECOMMENDATION 17:

- The CPS emphasise and balance critical decision-making skills in use of force education and training.

RECOMMENDATION 18:

- The CPS review its Use of Force and Code 600 (pursuit) policies to inject provisions relating to critical decision-making in appropriate sections.

RECOMMENDATION 19:

- The CCLC review all education and training curricula and procedures to ensure core values are integrated and reinforced.

RECOMMENDATION 20:

- The CPS require all frontline patrol officers to carry a Conducted Energy Weapon (CEW) as well as a handgun, baton and Oleoresin Capsicum (OC) spray.

RECOMMENDATION 21:

- The CPS establish a robust evaluation framework to monitor and report on the use, misuse, impact on levels of use of force and use of lethal force, once the ARWEN® is deployed.

RECOMMENDATION 22:

- The CPS monitor and report on the number of body worn camera recordings; impact of body worn cameras on complaints against officers; availability of body worn camera recordings in use of force related incidents and use of force by and against officers with/without body worn cameras.

RECOMMENDATION 23:

- In addition to the existing policy for body worn cameras, the CPS consider having the Public Affairs and Media Relations Unit (PAMRU) publish or disseminate acts of police heroism and positive engagement with the community, where the same have been captured on body worn cameras.

RECOMMENDATION 24:

- The CPS re-institute vehicle flight intervention tactics and training.
 - a) The CPS train all frontline members to use vehicle intervention techniques in line with the Code 600 policy.
 - b) The CPS amend existing policy to address vehicle flight intervention tactics related to larger vehicles.

RECOMMENDATION 25:

- The CPS immediately introduce remote-controlled (deployable and retractable) spike systems (tire deflators) to be available for use by members who are authorised and trained to conduct vehicle flight interventions.

RECOMMENDATION 26:

- The CPS allocate additional resources to the Auto Theft Response Team (ATRT) to support a more robust response to the issue of auto thefts.

RECOMMENDATION 27:

- The CPS work in conjunction with the AACP or directly with the province to suggest legislation preventing insurance companies from providing theft insurance on vehicles that are stolen while running with keys inside.

RECOMMENDATION 28:

- The CPS amend its existing Use of Force policy, adding the words “and proportionate” to existing words “reasonably necessary to safely control the situation”. This aligns with case law ³ on what is an appropriate use of force by police officers.

RECOMMENDATION 29:

- The CPS develop and implement scenario-based training for recruits as well as in-service training, that is consistent with the CPS De-escalation Policy and statement of principles, that train officers to conduct threat assessments, including the primary decision to engage or not to engage.

³ R. v. Nasogaluak, [2010] 1 S.C.C. 206.

RECOMMENDATION 30:

- The CPS develop and institute ongoing in-service training on Strategic Communication and De-escalation to be completed by all frontline officers annually.

RECOMMENDATION 31:

- The CPS review the Peer Support Program's resources and consider re-establishing the psychiatric nurse position.

RECOMMENDATION 32:

- The CPS improve communication to members about the achievements and value of the Peer Support Program.

RESPONDING TO USE OF FORCE INCIDENTS

RECOMMENDATION 33:

- The CPS, on its own or through the AACP, should urge the province to amend the Fatality Inquiries Act, when a peace officer allegedly causes a death:
 - a) As it pertains to the requirement that there is a Fatality Inquiry so as to stream-line the process, possibly eliminating a review by the Board.
 - b) To introduce time deadlines for a medical examiner to complete a report.
 - c) To introduce time deadlines for a Fatality Inquiry to be heard, once ordered.
 - d) With a view to changing the requirement for the Minister to make a written report available to the public in a form and manner the Minister considers appropriate, and instead compel the release of the report by the Provincial Court of Alberta to the public upon completion.

RECOMMENDATION 34:

- The CPS, either alone, or through the AACP, work with the provincial government to secure additional resources for Alberta Serious Incident Response Team (ASIRT) and the Office of the Chief Medical Examiner for the investigation of officer-involved shootings and serious incidents.

RECOMMENDATION 35:

- The CPS create a searchable, user-friendly platform for Subject Behaviour Officer Response (SBOR) forms to support analysis and training.

RECOMMENDATION 36:

- The CPS adjust the SBOR debrief process to include a mandatory discussion about the officer's decision-making process to use or not use less lethal and/or lethal options.

MENTAL HEALTH, SUBSTANCE ABUSE & POLICE INTERACTIONS

RECOMMENDATION 37:

- The CPS develop and implement crisis intervention training for a cross-section of frontline officers to ensure capacity to provide first-response support when required.
- a) Develop and implement stringent criteria for the selection of officers to receive crisis intervention training.
- b) Implement requirement for annual re-certification and training for officers to maintain Crisis Intervention Team (CIT) designation.
- c) Monitor and report on the engagement of officers with CIT in calls for service responses related to persons in crisis and the outcomes of these calls.

RECOMMENDATION 38:

- The CPS provide additional resources to the Police and Crisis Team (PACT) to increase its capacity to fulfill the program's mandate.

RECOMMENDATION 39:

- The CPS strengthen collaboration with Alberta Health Services (AHS) to ensure continued cooperation in the implementation of the PACT program.

RECOMMENDATION 40:

- The CPS implement targeted initiatives to ensure frontline officers are aware of mental health supports, such as PACT, Safe Communities Opportunity Resource Centre (SORCe), Mental Health Diversion and the Vulnerable Persons Registry and track and report on the levels of awareness and use of these initiatives.

RECOMMENDATION 41:

- The CPS, in conjunction with the province, work to address inconsistencies in policy and legislation related to expectations for police officers to wait with persons in crisis apprehended pursuant to the Mental Health Act, once they have been conveyed to a hospital.

RECOMMENDATION 42:

- The CPS support ongoing work with partners on the development of solutions to reduce officer wait-times with persons in crisis at health facilities.
- a) This process should consider the merits of protocols between Hamilton Police and St. Joseph's Healthcare as well as the example provided through Mt. Sinai Hospital, Toronto.

RECOMMENDATION 43:

- The CPS work with AHS in providing appropriate holding areas and adequate security, in hospitals, as a fundamental step in eliminating the need for officers to remain with persons in crisis after they have been conveyed to hospitals.

RECOMMENDATION 44:

- The CPS, pursuant to the authority of Section 37.3(1) of the Health Information Act, work with AHS in the creation of a protocol to support the sharing of relevant information with officers about the mental health of persons in crisis, when that information could facilitate a more effective response.
- a) The CPS work with AHS to support the development and implementation of joint training opportunities for frontline health staff and police officers, to facilitate the sharing of health information about the mental health of persons in crisis.

RECOMMENDATION 45:

- The CPS continue its work with Calgary 911 on policies and training for call evaluation and dispatch processes, in order to ensure responding officers are provided with thorough information.

POLICE CULTURE

RECOMMENDATION 46:

- **The CPS recruit and in-service training and education on use of force begin with critical decision-making and threat assessment, not whether use of force is “justified” under the Criminal Code.**

RECOMMENDATION 47:

- **The CPS develop a comprehensive code of ethics for the organisation.**

RECOMMENDATION 48:

- **The CPS prominently display the organisation’s mission and vision statements across the organisation.**

RECOMMENDATION 49:

- **The CPS require greater accountability from supervisors to identify issues/officers at-risk, so the organisation can design and implement targeted efforts rather than generalised, cross-service interventions that are less effective and can demotivate officers who are already operating within approved guidelines.**

RECOMMENDATION 50:

- The CPS create and introduce measures to recognise the achievement of officers who implement approaches designed to reduce use of force.

RECOMMENDATION 51:

- The CPS amend policies, education and training to ensure a focus on legal liability does not dominate or predominantly govern police conduct.

RECOMMENDATION 52:

- The CPS consider instituting a requirement for all senior officers (inspectors through to chief constable) to join frontline officers on patrol, with such frequency as may be reasonably practical.

RECOMMENDATION 53:

- The CPS evaluate the tenure program, including its impact on officer morale, to ascertain whether its objectives can be attained without adverse costs and effects on employee satisfaction and amend the program as required.

RECOMMENDATION 54:

- The CPS mandate all officers returning to patrol to complete the Officer Reintegration course.

RECOMMENDATION 55:

- The CPS devise and institute additional measures that recognise, value and reward the contribution of frontline patrol members on an ongoing basis.

RECOMMENDATION 56:

- The CPS examine existing models that provide additional incentives, including compensation, for frontline members and institute an appropriate option.

RECOMMENDATION 57:

- The CPS provide additional resources to the office of the Early Intervention Program, including direct sworn oversight.

RECOMMENDATION 58:

- The CPS implement a system for ongoing reports to the Executive on the range of issues being identified by the Early Intervention Program and the extent to which individuals and Districts are impacted.

RECOMMENDATION 59:

- The CPS implement additional resources to monitor and report on the outcome of reports produced by the Early Intervention Program.

RECOMMENDATION 60:

- The CPS ensure systems of accountability by frontline supervisors in responding to issues identified in Early Intervention reports, for e.g. mandating supervisors to have a conversation with the subject officer once a report is received.

RECOMMENDATION 61:

- The CPS explore additional avenues through which members may engage with the Early Intervention Program, for e.g. an officer may directly seek the assistance of the office in responding to an issue that is impacting or has the ability to impinge on his/her effective functioning.

STRATEGIC MANAGEMENT

RECOMMENDATION 62:

- **The CPS create a comprehensive strategic plan to support the prioritisation and scheduling of initiatives and the allocation of resources to ensure implementation.**

RECOMMENDATION 63:

- **The CPS create a Strategic Planning Committee that manages the development and administration of the CPS strategic plan, which should set short, medium and long term goals, that is one, three and five years.**
 - a) The CPS should consider placing the Strategic Planning Committee in the hierarchy of the decision-making, above or in place of the Operations Council.**
 - b) The CPS should consider having the Chief Constable chair the Strategic Planning Committee.**
 - c) The CPS utilise internal employee surveys and consultation to identify issues of concern, which will assist the Strategic Planning Committee in identifying priorities.**

RECOMMENDATION 64:

- The CPS enhance its internal communications strategy to ensure members are informed of decisions or the progress of projects and initiatives and anticipated timelines to ensure expectations are realistic and informed.

RECOMMENDATION 65:

- The CPS engage external support from reputable business schools to support the development and alignment of its business management processes.

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