



July 18, 2018

Ms. Evangeline Colman-Sadd  
Auditor General  
Halifax Regional Municipality  
620-3 Alderney Drive  
Dartmouth, NS B2Y 2N4

Dear Ms. Colman-Sadd:

Thank you for your letter, dated July 6, 2018, and your subsequent presentation to the Board of Police Commissioners (BoPC) on July 16 regarding the current status of an audit by KPMG of Halifax Regional Police's Information Technology. Please accept this letter as an acknowledgement of the concerns you have raised as well as reiteration of both HRP and BoPC's commitment to the necessary follow-up of audit recommendations.

We welcome the comments, scrutiny and engagement of your office on behalf of HRM citizens and take this aspect of our work very seriously. Leveraging a broad range of technologies reasonably and responsibly in support of safer and more secure communities is a key strategic priority for HRP. In fact, the KPMG audit was self-initiated as a proactive measure to seek necessary improvements in our systems and to work towards adequate capacity and an action plan. Along with HRM, HRP had done a security review, which led to the decision to bring in outside auditors.

As we have explained with regards to the KPMG audit recommendations, discussing the specific findings has the potential to introduce further risk. While that is an important consideration from a security perspective, it adds complexity with regards to providing our response in a meaningful way without delving into the specific details. In an effort to provide as complete a response as possible, and to provide an overall framework to respond to your concerns and address the audit recommendations, we note the following three key overarching areas of focus:

- **Bolster Capacity and Strategic Oversight:** From both the point of view of importance and practicality, the first recommendation of the audit was to hire a Chief Information Security Officer

(CISO). Mr. Andrew Kozma, who started in this role on June 4, 2018, comes to us with extensive experience and training in information technology and cyber security in both public and private sector organizations. The hiring of the CISO will give further impetus to the work already underway. He has begun prioritizing and tackling the various areas that have been identified. With the CISO on board, we now have the advantage of introducing cybersecurity practices at a project initiation stage through to completion under his strategic and management oversight.

- **Strengthen Governance and Policies:** The field of information technology and cyber security is evolving rapidly and policing has unique considerations. Our IT systems have historically been closely intertwined with HRM's systems, and HRP has several dependencies with HRM ICT. A key overarching theme that was highlighted in the audit report was to review our governance and policies related to our technology and cyber security practices. We have begun work on many key areas.
- **Address Infrastructure Gaps:** The KPMG audit points to some gaps in technology infrastructure and physical space. Some of the technical findings in this area have already been addressed through software and application upgrades (e.g. CAD upgrades and the plan is currently underway to update mobile device terminals in upcoming months). It is also important to note that there is significant cross-over and linkages between many areas and some of the issues are of a long-term nature. For example, proper and sustainable IT infrastructure is closely related to an adequately resourced policing facility. We have taken some preliminary steps in that direction but it will involve ongoing work involving both the BoPC as well as the Regional Council.

Addressing your concerns and acknowledging the urgency of action as transparently and openly as possible is an utmost priority for both HRP and BoPC. At the same time, it is important to help HRM citizens understand that while the audit report rightfully encompasses high likelihood events with the potential to cause high impact, we have necessary controls and practices in place today to protect citizens. One of the themes of the audit is that we need to do a better job of documenting and maturing these practices. As such, the audit points to the need for HRP to become progressively more prepared and responsive to the ever-evolving world of cyber security and information technology.

In terms of the process, below are the key milestones over the next several months as we move this work forward:

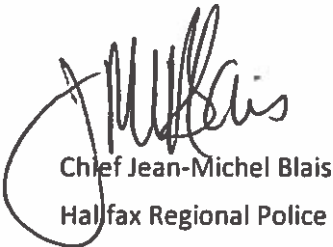
- The CISO will provide an update to the BoPC in September 2018 consisting of an action plan informed by the KPMG audit recommendations;
- Monthly updates through the Chief's Monthly Report will be provided to the BoPC to keep them informed about the progress of the action plan;
- HRP, under the oversight of the CISO, will undertake the necessary work to be prepared for the Spring 2019 re-assessment by the Auditor General.

In conclusion, we would like to thank you for your comments, and reassure you and your office that this is a key organizational and governance priority for HRP and BoPC. We recognize that modern policing has undergone and will continue to go through significant technological changes, of which cyber-security is a critical component of HRM's policing service delivery. We are committed to making the necessary progress.

Sincerely,



Commissioner, Councillor Steve Craig  
Chair, Board of Police Commissioners



Chief Jean-Michel Blais  
Halifax Regional Police