

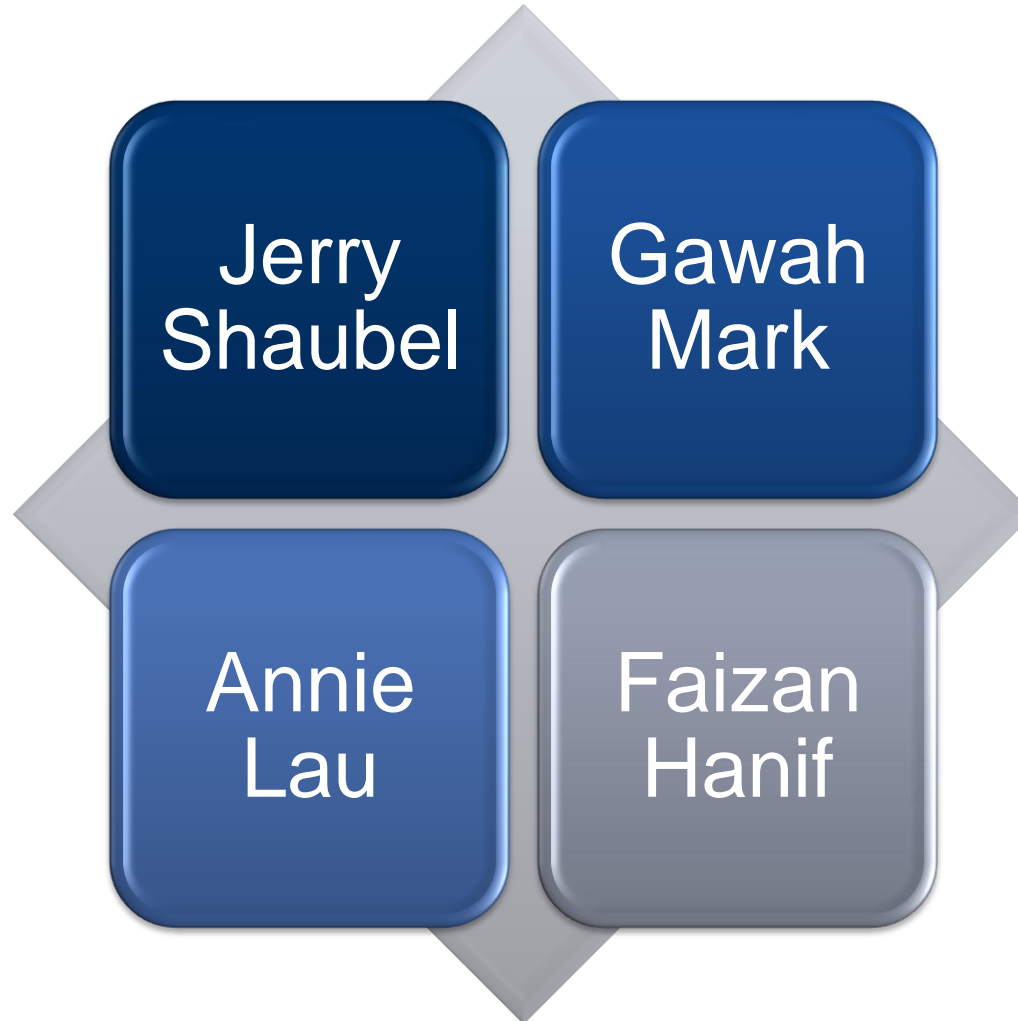
Security and Safety – Improvements Required

Audit Committee Meeting, February 27, 2015

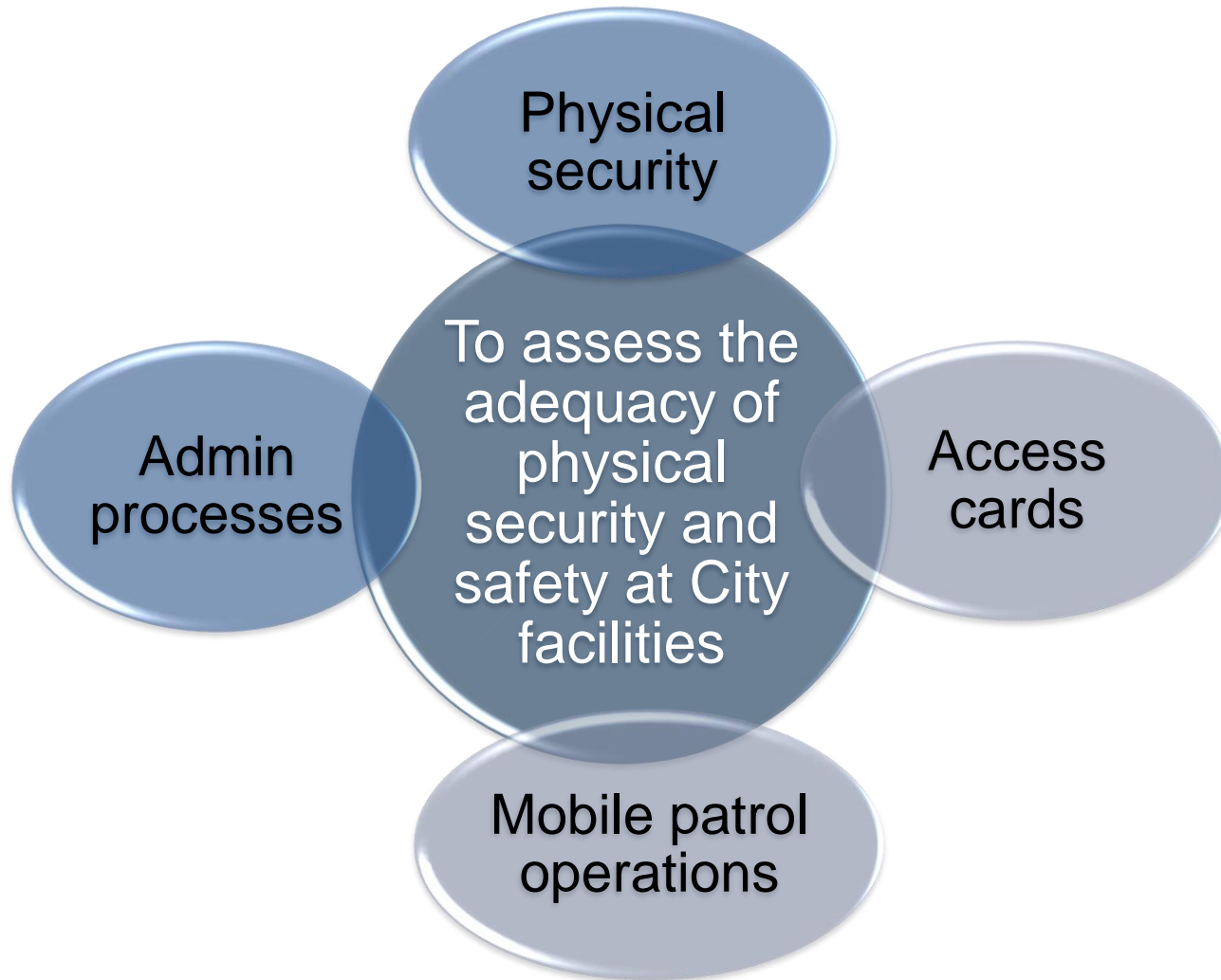
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Audit Team



Audit Objective and Scope



Site Selection

Based on the number and severity of security incidents

- Toronto Water
- Parks, Forestry & Recreation

Emergency plan review

- North York Civic Center
- Metro Hall

Category 1: Physical Security

- **Physical Security should be reviewed** at all City facilities using a risk-based approach to identify and address deficiencies

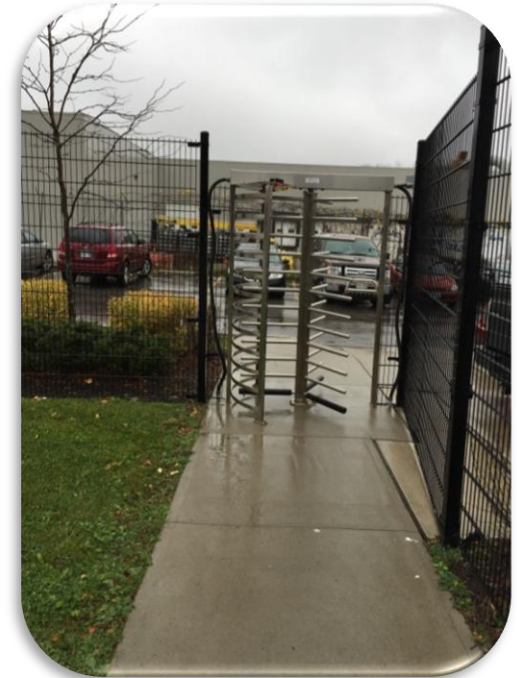
Details in a Confidential Attachment

- **Need to implement a clear follow-up process** to ensure security measures are addressed

Physical Security – Examples

- **Site security information packages need updating**
 - 9 out of 10 site information packages did not have complete or accurate information relating to:
 - site operational procedures
 - listing of security equipment and its location
 - site contact information
 - building floor plans
 - on site information package was last updated in 2005
- **Emergency plans** (besides fire drills) are not tested

Key Findings – Physical Security (cont'd)



Video Surveillance Equipment Issues (Confidential Attachment)

- **Malfunctioning equipment places City assets at risk**
 - 1,678 work orders issued over the past two years related to CCTV equipment
 - 65 had not been closed
 - 61 have been open for more than three months
 - 5 for just under three years
 - Management at one division indicated they were dissatisfied with the amount of time required to fix CCTV cameras
- **Review of the video surveillance** equipment should be undertaken so that any breakdowns can be fixed in a timely manner

Category 2: Access Card – Controls Need Improvement

- **When issuing Access Cards**
 - 2 of 10 audited did not have proper approvals
 - 1 of the 10 had no documentation

- **When decommissioning cards**
 - Controls need improvements

Details in a Confidential Attachment

Category 3: Mobile Unit Operations

- **Mobile Patrol Staffing**

- Mobile patrol staffing needs attention to ensure security needs are met

Details in a Confidential Attachment

- **Examples**

- Run-sheets indicating priority sites needs updating
- Protocols to ensure higher risk City facilities are patrolled over a reasonable period by using a combination of scheduled and random patrols
- Patrol protocols need updating

Details in a Confidential Attachment

Security Guards

- **Use of Force Training refresh**

- 115/136 guards did not have refresh training annually – a target set by Corporate Security
- Annual training not a legislative requirement – to reassess Corporate goal and ensure training meets it

Category 4: Administration Controls Should Be Improved

- **High Number of Open Security Incident Reports**
- **We noted that 7,144 (13.8%) incident reports were open** of which 2,244 (31.4%) had been open for more than two years
 - Important to close incidents in a timely manner – once resolved
 - Provides a better opportunity to monitor high priority items
 - Ten open incident reports reviewed. None required further action


Contract Management issues

- **Maintenance contract for each of access control equipment and CCTV equipment**
 - Valued at \$2.1 million and \$5.8 million annually
 - Contracts were issued on December 1, 2011 and July 1, 2014
 - Monthly reports a requirement of the contract
 - no reports provided by since inception – although meetings were held
 - Work Orders – 48% not closed between Jan 2012 and Sept 2014 (but most in 2014 were closed)
 - Contractors are paid in advance – against City policy
 - One contractor overbilled – about \$3K
 - Many breakdowns of video surveillance equipment

Other suggestions

- **Performance measures should be enhanced**
- **Centralize training records**
- **Update policies and procedures**
 - Some Corporate Security policies and procedures are not current

21 Recommendations – Key Areas of Recommendations



Follow up on physical security and related equipment deficiencies
Regular reviews of issued access cards
Review mobile patrol requirements, staffing and activity
Review and clear administrative systems for work orders and incident reports

Overall Observations

- **Increase oversight** from a corporate perspective to reduce the risk of a security incident
- **Looking forward** ... this is an opportunity....to reassess needs and tighten up
- **Chief Security Office agrees** with the 21 recommendations and these overall observations

Questions?

