

Standing Committee on Public Accounts

January 21, 2026

Chapter 13, Saskatchewan Public Safety Agency 911 Call Taking and Dispatching for Fire Emergencies, 2024 Report, Volume 2

Recommendation and Status at Time of Audit (Indicate whether new or outstanding)	Page	Current Status (implemented, partially implemented, not implemented)	Actions Taken to Implement Since PA Report	Planned Actions for Implementation	Timeline for Implementation
1. New: We recommend the Saskatchewan Public Safety Agency expand IT security requirements and monitoring to safeguard the continued availability of the 911 systems and data	126	Implemented	<p>Recruitment and hiring of specialized cybersecurity personnel and adoption of advanced monitoring technologies to strengthen security posture.</p> <p>Ongoing work with SaskTel and other providers to meet industry standards and implement NG911 redundancy for enhanced resiliency.</p> <p>Enhances Integration with provincial cybersecurity initiatives through collaboration with SaskBuilds and ITD Cybersecurity, supporting a unified and secure public sector framework.</p> <p>Engagement of trusted third-party providers to improve detection, response, and recovery capabilities.</p>	SPSA considers this recommendation to be implemented	2025

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			Completion of a comprehensive vulnerability assessment by KPMG to benchmark and guide risk mitigation efforts.		
2. New: We recommend the Saskatchewan Public Safety Agency establish and periodically test disaster recovery plans for critical 911 systems	127	Partially Implemented	<p>A comprehensive audit of Provincial Emergency Communications Centre (PECC) backup infrastructure by 3rd party vendor has been completed to address gaps and guide remediation.</p> <p>A dedicated cybersecurity team and contracted vendors are actively supporting disaster recovery planning for mission-critical systems.</p>	<p>Continue to enhance parameters and criteria for the testing of critical 911 and emergency dispatch systems, including the continual evaluation and improvement of system recovery procedures.</p> <p>Policies and procedures were reviewed in 2025 and a formal business continuity exercise is planned with the onboarding of a new resource.</p> <p>Infrastructure Investments in PECC South Facility: Operational by early 2026 to provide full redundancy for PECC North.</p>	<p>2025-27</p> <p>2026-27</p> <p>2026</p>

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3. New: We recommend the Saskatchewan Public Safety Agency set formal expectations and monitor how quickly 911 fire calls are taken and dispatched to fire departments	128	Partially Implemented	<p>SPSA, in collaboration with Canadian Public Safety Operations Organization (CanOps) has developed a tiered Key Performance Indicators (KPIs) model for fire call processing times. This model is designed to reflect the urgency of the incident and aligns with recognized industry standards, including those set by the National Fire Protection Association (NFPA).</p> <p>SPSA has developed policy for dispatch standards for the service provider to follow. The agreement does reference National Fire Prevention Association standards; however, this will address the need for more formal and specific details in operational policies;</p> <p>Quality assurance and improvement process is being conducted by SPSA to ensure compliance</p>	<p>Progress continues strengthening quality assurance and performance monitoring of 911 fire calls. The expanded SPSA QA team advanced testing of PECC 911 calls and supported the development and validation of dispatch KPIs, with FIRE metrics moved through phased rollout.</p> <p>Work is underway to establish a FIRE Dispatch Committee in the coming quarter, which will serve as the forum for reviewing recommendations aimed at improving dispatch efficiency.</p>	2026
4. New: We recommend the Saskatchewan Public Safety Agency	133	Partially Implemented	The SPSA has undertaken a series of strategic	Resolve technical issues with NICE	Vendor training on NICE evaluator

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enhance 911 quality assurance program to include dispatch services			<p>initiatives to expand and strengthen its Quality Assurance (QA) framework across Sask911 Public Safety Answering Points (PSAPs) and PECC dispatch services.</p> <p>This includes:</p> <ul style="list-style-type: none"> • Hiring QA/QI specialists to enhance and oversee the 911 and emergency dispatch services processes; • Bringing QA/QI under SPSA will provide objected reviews, free from internal influences. Allowing for standardization and continuous improvement. • updating policies to reflect the expanded scope of QA program, including dispatch services • implemented an online training program to support staff development and compliance; • Reviewing Fire Point of Dispatch and developing KPIs for testing and 	<p>Evaluator (the QA system for telephony voice or radio recordings) notifications to allow for Quality Assurance evaluations.</p> <p>Continue to evaluate options to activate and integrate AQUA software into the QA workflow to enhance dispatch QA capabilities.</p>	<p>for SPSA staff is planned for January 2026.</p>

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			performance measurement; <ul style="list-style-type: none"> utilizing Emergency Fire Dispatch ProQA software, endorsed by the International Academies of Emergency Dispatch. 		
5. New: We recommend the Saskatchewan Public Safety Agency periodically confirm whether 911 staff at the Provincial Emergency Communications Centre have appropriate training certifications	134	Implemented	Process has been implemented to have all service providers submit certifications to SPSA. This will be monitored annually.	SPSA considers this recommendation to be implemented	2025
6. New: We recommend the Saskatchewan Public Safety Agency rationalize the necessary level of Provincial Emergency Communications Centre staff to support funding approvals for its service provider.	136	Partially Implemented	SPSA has established formulas for measuring the call centre staffing levels.	Review all service provider support positions and job descriptions.	2026-27
7. New: We recommend the Saskatchewan Public Safety Agency determine eligible expenses for the administration fee it pays to the Provincial Emergency Communications Centre service provider.	136	Partially Implemented	SPSA and its service provider are collaborating to revise the current agreement, including adjustments to administrative fees and budget allocations.	Reviewing administration fees paid on the contract should adequately compensate the service provider for these functions.	2026-27
8. New: We recommend the Saskatchewan Public Safety Agency obtain and review timely quarterly financial reports from the Provincial	137	Partially Implemented	Receiving quarterly reports to compare against annual budget.	Annual budget approvals are completed prior to	2026-27

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Emergency Communications Centre service provider to confirm appropriate expenses are incurred for delivering 911 services.				the commencement of each fiscal year.	