

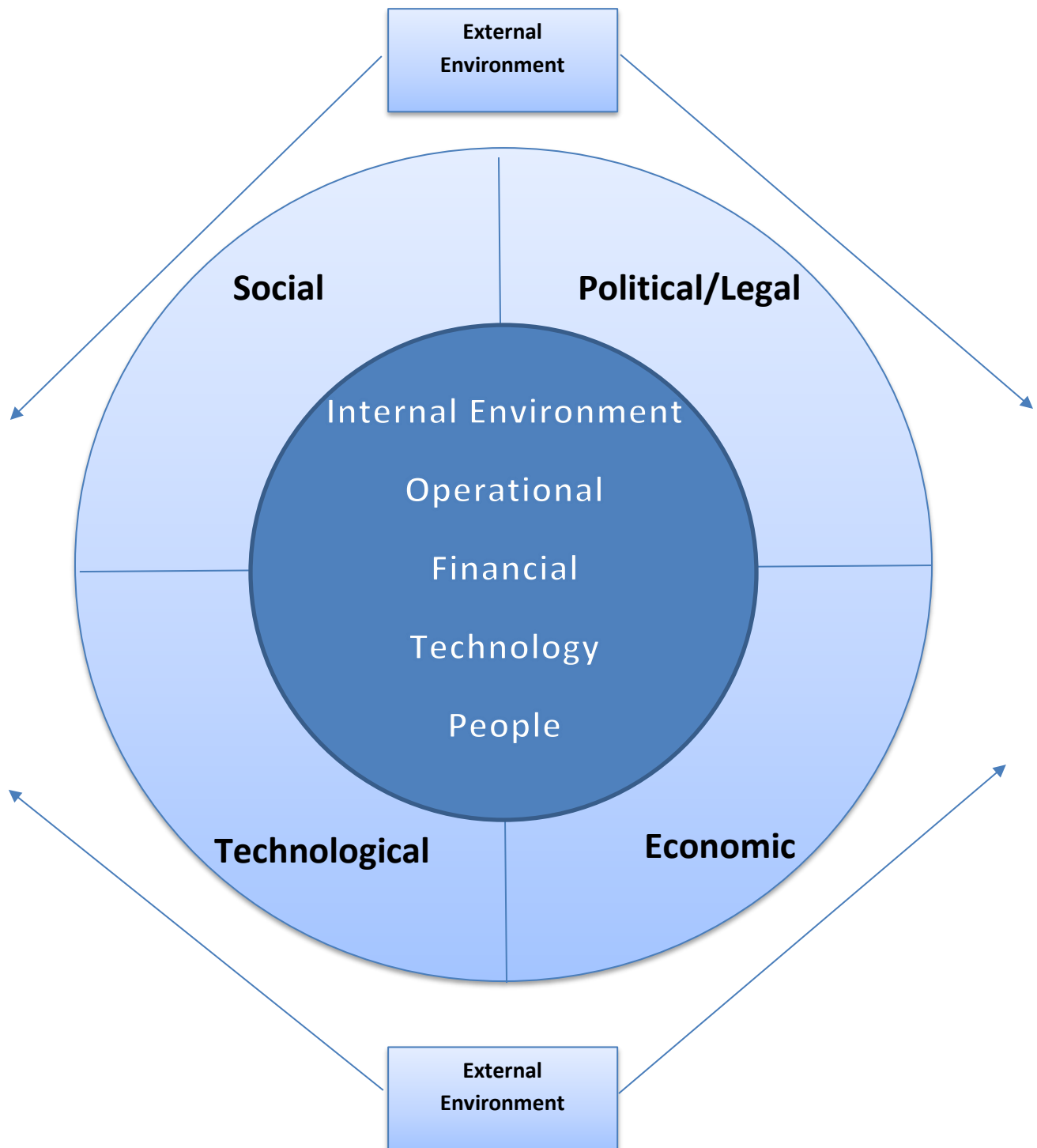


CALGARY POLICE SERVICES

2019 ANNUAL ORGANIZATIONAL RISK ENVIRONMENT UPDATE

June 2019

Strategic Services Division



Section 1: Strategic Risks

From External Environment

Crime and Disorder	Social & Technological	NO CHANGE
<p>CPS has recognized an increase in both volume and complexity of crime within the community. Along with a rise in the volume of traditional crime, such as domestic and gang violence, incidents often involve a technological component that contributes to the growing complexity of investigations. In addition, the increase in economic crime and cybercrime requires sophisticated and specialized equipment and skills to bring cases to charge.</p> <p>Much of the increased crime and disorder in Calgary has been attributed to the increase in highly addictive and deadly drugs. In 2019, CPS has recognized more wide spread usage of methamphetamine in addition to opioids, both in the broader community and by people in custody. Increasing disorder and acquisitive crime, such as vehicle crime and B and E's impact CPS's operational response. In addition, the implementation of supervised consumptions sites brought increased public safety concerns for communities around the sites, which resulted in increased resourcing requirements for those areas. Although CPS relies heavily on partnerships with other agencies who serve this vulnerable population, community resources to address the root causes of addiction are challenged to meet the large-scale needs. Limited resources in terms of both policing and social agencies in the face of mounting safety concerns, may contribute to less desirable outcomes for affected people</p> <p>CPS's ability to address the complex intersection of crime and disorder is further impacted by court decisions and changing legislation that challenges investigative methods and increases officer workload. Increasing crime volume and complexity requires CPS to allocate more human and technological resources to prevention, detection and enforcement. CPS anticipates this will continue to create resource challenges for operations and investigations in the foreseeable future.</p>		

Austerity in Policing	Economic & Political/Legal	INCREASE
<p>While economic conditions have improved somewhat over the past couple of years, citizens of Calgary will continue to hold CPS accountable for improving its efficiency and effectiveness. Although fiscal expectations remain stable through 2019, CPS has recognized the risk of budget reductions due to lower than expected tax revenue. In addition, the impact of the 2019 provincial election is not fully understood at this time, particularly in relation to the status of provincial funding that has traditionally supported CPS operations. The risk of budget reductions combined with the increased and complex demands for service will require CPS to change service models while using fewer or the same resources. The organization is expected to be more agile, efficient, effective and creative in the manner in which we deploy people and facilities in the future.</p>		

Public Trust and Transparency	Social	INCREASE
<p>Social and technological advancement in the last decade has significantly changed the landscape of policing and public expectations of police conduct. With the rapid growth of social media and information technology, both police conduct and the business of policing are under stronger public scrutiny. Citizens and stakeholders deserve to expect their police service to demonstrate transparency with regard to the use of police powers as well as in overall priority setting. To strengthen trust with citizens and governance, CPS will likely need to invest more resources and secure the required expertise to improve business processes and efficiency. The expectation of timely outcomes will continue to drive evidence-based decision making on competing organizational priorities.</p>		

From Internal Environment

Resource Allocation and Prioritization	Financial & Operational	INCREASE
<p>In response to increased external risk trends, strategies and action plans have been developed within the organization. Competing priorities and limited resources have created a significant increase in the risk of workload management and resource deployment. This is particularly concerning in relation to frontline resources and the ability to manage public requests for service. In 2019, CPS has seen a growing number of work areas operating under authorized strength, and an increased number of critical projects to be resourced. CPS expects this trend to continue in the foreseeable future, which requires the organization to develop a systematic approach to resource allocation, prioritization and monitoring.</p>		

Workplace Dynamics and Composition	Operational & People	NO CHANGE
<p>While media scrutiny of CPS has stabilized, CPS continues to strive to improve workplace satisfaction and engagement. Some member's feel that respect, fairness and equality do not meet their expectations, and this negatively impacts their experience of the workplace. In addition, the need for specialized skill sets is challenging the existing generalist policing paradigm and impacts role clarity and decision making. The overall traditional hierarchical structure of policing organizations, while important to effective and efficient for police operations and investigations, also contributes to cultural tensions in the midst of changing workforce demographics and the related expectations to manage business functions. If CPS fails to adapt to these changes, there will be significant impacts to recruiting, retention, productivity and employee wellbeing.</p> <p>CPS continues to address concerns related to human resource practices. In addition to the need to reform human resource functions at the transactional or process level, CPS faces risks to workforce composition including but not limited to the recruitment of over 600 quality candidates in the next 5 years, fulfilling the organization's commitment to hiring diverse staff and meeting expectations for development over the course of an employee's career.</p>		

Information Security	Technology	NO CHANGE
<p>Data is a valuable strategic and corporate asset that assists in optimizing public safety and well-being, by supporting operational and business decision making. As information technology continues to advance, the risk of protecting our information and the privacy of citizens we interact with remains significant. CPS continues to face risks of penetration of our information systems through cyberattacks and operational risks related to the potential for major IT interruptions. These risks have implications for community trust, as well as for officer and community safety.</p>		

Infrastructure Sustainability	Financial & Operational	NO CHANGE
<p>Limitations to capital budgets over the last years have led to strains on CPS facilities. Decentralized police facilities in Calgary communities are aging and can no longer be retrofitted to deploy the current and anticipated growth in staff. Calgary has experienced geographic spread and increases in the number of suburban communities which also leads to deployment challenges for officers and police vehicles in terms of travel time and community connection. Although alternative models of deployment may address these issues, risks related to ensuring a visible police presence, providing a safe place to store valuable assets and addressing employee health and wellness will require innovative mitigation strategies.</p>		

Section 2: 2019 - 2020 Risk Management

The following outlines significant mitigation efforts being employed by the CPS to address the identified organizational risks. The list does not represent all risk mitigation activities, but rather represents selected examples of components from the 2019-2022 Service Plan.

Mitigation Effort:	Primary Risks
Service Optimization Review <ul style="list-style-type: none"> Review frontline deployment Review infrastructure planning 	Resource Allocation and Prioritization Infrastructure Sustainability Austerity in Policing
Wittman Report Implementation (Use of Force) <ul style="list-style-type: none"> Initiation of several related projects including addressing mental health calls for service, examining officer training and revising the early intervention program. 	Public Trust and Transparency Workplace Dynamics and Composition
Alternative Service Delivery <ul style="list-style-type: none"> Electronic reporting of shoplifting and other incidents where an offender has not been identified. Diverting non injury collision reporting to District Offices. Diverting low priority service requests to specialized teams (Patrol Support) 	Resource Allocation and Prioritization Austerity in Policing
Body Worn Cameras <ul style="list-style-type: none"> Complete deployment to all frontline officers 	Public Trust and Transparency
Human Resource Reform Initiative <ul style="list-style-type: none"> Increasing HR specialization, modernization of functions and consistency in HR support provided to employees 	Workplace Dynamics and Composition
Occupational Health and Safety <ul style="list-style-type: none"> Work toward compliance with legislation including new reporting system 	Workplace Dynamics and Composition
Information Security Classification <ul style="list-style-type: none"> Policy and process to better manage secure information. 	Information Security
Mobile Data Management System <ul style="list-style-type: none"> Remote management of all smartphones 	Information Security
Construction of Spyhill Arrest Processing Centre <ul style="list-style-type: none"> Replacement of aging detention centre to reduce risks related to holding high risk detainees. 	Infrastructure Sustainability

Section 3: Risk Management Processes (Integrated Risk Management)

Since March 2019, the CPS Strategic Service Division has tasked a project team to advance an Integrated Risk Management (IRM) framework and a function that mirrors the City of Calgary risk management practices. The objectives are to assist CPS employees and leaders in making risk informed decisions, and to provide a systematic approach in dealing with potential events that may affect the achievement of the organization's objectives.

Framework

After research and benchmarking, Strategic Service Division has developed a four-steps risk management process that will be implemented organizational wide as resources permit.

Step 1: Risk Identification

Based on the objectives of CPS programs/processes, real or possible situations that create uncertainty regarding achievement of the objectives are identified. Root cause analysis and brainstorming sessions are utilized to help define risk statements.

Step 2: Risk Analysis

The defined risk statements are put through a critical methodology to determine the likelihood and impact for CPS.

Step 3: Risk Response

Based on the risk analysis, one or more strategies are selected to mitigate, transfer, accept or avoid the identified risk. If "risk mitigation" is selected, the second half of the response is to design and implement controls.

Step 4: Monitoring and Reporting

Periodic reporting on risks, mitigation strategies and controls will be developed and brought to management for decision making. Assurance can also be provided on the compliance of key risks and controls.

Implementation Progress

Due to resource constraints, the integrated risk management methodology has not yet been implemented in CPS work areas. However, a pilot risk management engagement was conducted for the Body Worn Camera project and the methodology has been tested in other engagements.

There are also several on-going risk management engagements that adopted the IRM framework:

- Early Intervention Program risk engagement
- Arrest Processing Section risk engagement
- Time and Labor risk engagement

In 2019 to 2020, the two objectives for the IRM project will be to secure resources and develop risk registers for CPS work areas and processes. The overall goal will be to link the IRM process with the 2019-2022 Service Plan at the corporate level, as well as with the Bureau and Division work plans.

Consultation with project managers and those facilitating operational improvements will also diffuse the use of IRM through the organization and formalize the use of risk considerations in project work and decision making.