ORGANIZATIONAL RISKS FACING THE CALGARY POLICE SERVICE
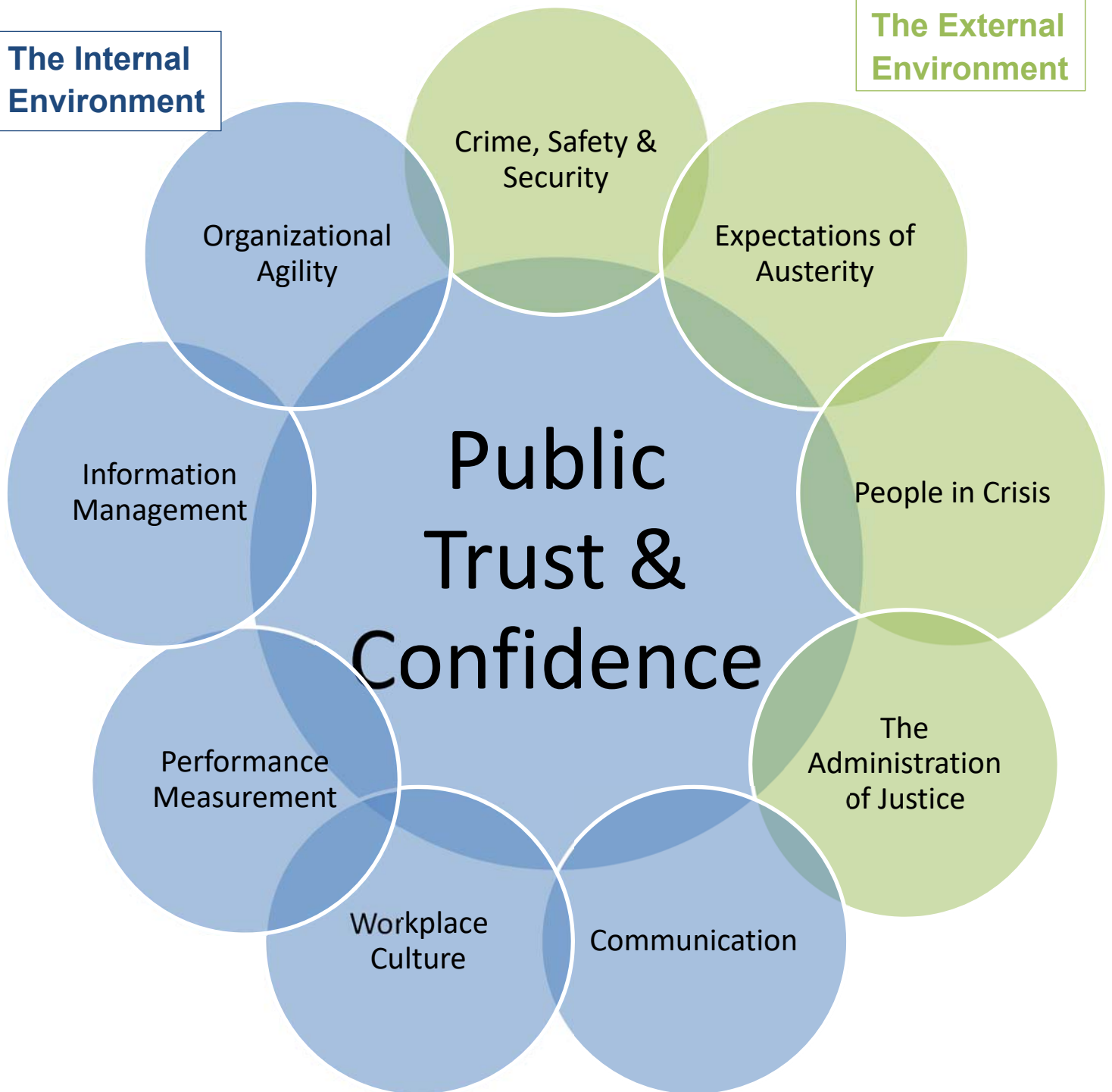
2018

The Internal Environment

The External Environment

Crime, Safety & Security

Organizational Agility

Expectations of Austerity

Information Management

People in Crisis

Public Trust & Confidence

The Administration of Justice

Performance Measurement

Workplace Culture

Communication

The External Environment

Crime, Safety and Security

CPS remains concerned about the level of crime and high-risk offender behavior in the community. Much of the increased crime and dangerous behavior has been attributed to the increase in highly addictive and deadly drugs in the community. Along with increases in traditional crime, most criminal offences have a technological component that is a contributing factor in the growing complexity of crime. Increased crime and the growing complexity of crime bring a number of issues/risks for CPS and the community that include but are not limited to: allocating human and technological resources to detect and enforce crime with a technological component continues to be a challenge; high risk offender behavior; increased supply of drugs on the street and increased CPS workload.

Austerity in Policing

While economic conditions have improved since the decrease in the price of oil, the climate of transparency and accountability will likely require all government agencies to find greater efficiencies. While fiscal expectations may change in the future, the growing complexity of crime often requires a bigger investigative investment to bring a file to the courts. Increasing technological sophistication is likely to require more resources dedicated by law enforcement. While finding and exploiting efficiencies is likely to be fruitful, the cost of resources deployed and dedicated to the criminal landscape are likely to increase. The risks include but are not limited to: That the CPS will be significantly challenged to detect, investigate and enforce crime with a technological component as the quantity and complexity of offences increases; that budgeted resources are decreased or maintained in an environment where crime is increasing.

People in Crisis

The outcomes of police encounters with people in crisis are a crucial social topic that has the ability to significantly impact public trust and confidence in law enforcement. The CPS understands the community's expectations and their role in protecting people suffering from addictions/drug and alcohol abuse, homelessness, joblessness, mental illness, domestic violence and abuse, as well as financial stress. The CPS understands how important their role is in an environment where there are limited resources available for: addiction detox and treatment; mental health assessment and treatment; shelter and low-income housing options. Limited resources in the face of mounting concerns may contribute to less desirable outcomes for affected people.

The Administration of Justice

Globalization and the speed and depth of technological innovation continue to change the face and scope of crime that police investigate, as well as introduce complexities into investigation and the court process. These complexities strain scarce resources for police, the courts and community supports. The complexities introduced into investigation, disclosure and court procedure are a

function of the criminal landscape, changes in the criminal code and/or charter challenges that significantly impact law enforcement workload.

Following Royal Assent, the Government of Canada intends to bring the proposed Cannabis Act into force. The law enforcement community across the country continues to prepare, but have considerable concerns including but not limited to: impaired operation of a motor vehicle; the training and investment in Drug Recognition Experts (DREs) and Standardized Field Sobriety Test (SFST) Training; the impact on policing resources due to the link between cannabis use and mental health; public education and awareness on the impact of using cannabis; and human resource implications.

The Internal Environment

Communication

The CPS is policing during a very difficult and challenging time. The presence of highly addictive and deadly drugs is driving crime and disorder in the community. The ability of police to communicate with the workforce and the community around challenges is a significant determinant of the organization's success.

The Calgary Police Commission Annual Employee Engagement Survey Report 2017 suggests members feel that internal communications do not meet their expectations. Members feel that more internal communication would be beneficial to better meet the needs of the community. Some of the risks include but are not limited to: constraints on communication around the challenges in the environment have the potential to impact crime and safety outcomes, public trust and confidence, as well as job satisfaction.

Workplace Culture

While media scrutiny of CPS has stabilized, recent work surveying and receiving input from the membership indicates some components of CPS culture are negatively impacting 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. Some of the risks include but are not limited to: Workplace culture that does not align with the community's or the employee's expectations may impact organizational productivity as well as public trust and confidence.

Performance Measurement

Outside of performance metrics associated with the business plan, metrics evaluating performance are aligned with traditional measures of police performance. Some examples of traditional measures include calls for service, response times and crime statistics. These measures have limited focus on: community outcomes associated with proactive and preventative policing; and outcomes associated with partnerships which are important for program and financial decision making.

The risks for the organization include but are not limited to: an incomplete understanding of which

programs or activities produce the best impacts and outcomes for the community; and the ability to compare efficiencies of programs or activities.

Information Management

Data is a valuable strategic and corporate asset to optimize community safety and well-being by supporting operational and business decision making. The growth in data available for analysis in both investigation and to support business decision making poses risks for the organization that include but are not limited to: technological limitations in data storage; analytical and business intelligence capabilities that do not meet the needs of the organization; and limitations in the ability to get the information to the people who need it in a timely manner.

Organizational Agility & Employee Diversity

Organizational flexibility and agility are key characteristics in any organization's ability to respond and strategically navigate the environment. The CPS continues to face resourcing challenges in meeting the needs of the community. These resourcing challenges translate into increasing and demanding workloads for the membership. *The Calgary Police Commission Annual Employee Engagement Survey Report 2017* suggests that increasing and demanding workloads are negatively impacting workplace satisfaction and engagement. The risks for the organization include but are not limited to: declining levels of employee engagement have the potential to negatively impact organizational efficiency and effectiveness.

Top Three Risks for the City of Calgary Audit Committee: Public Trust and Confidence

1) **Crime, Safety and Security/Crime Reduction & Management**

   To best tackle current challenges, the CPS is actively engaged in a crime reduction strategy to ensure Service-wide efforts to comprehensively address interdependent crime issues facing the community. The following strategies are the basis of the crime reduction strategy:
   - Break and Enters (residential)
   - Drug Response Portfolio/Drug and Opioid Strategic Enforcement.
   - Stolen Autos
   - Cyber-crime
   - Offender Management
   - Traffic Safety Plan

2) **Administration of Justice**

In anticipation of The Cannabis Act coming into force, the Calgary Police Service has created the:

- The Cannabis Sub-Committee of the Drug and Opioid Strategic Enforcement (DOSE) to prepare the organization for legalization. Some of this work includes but is not limited to: training of DRE and SFST, HR issues and training, a review of police powers in light of the changes, public education and awareness; public safety, data collection and analysis as well as performance measurement and reporting.

3) Austerity in Policing

In response to the increasing complexity of crime and the increasing demand for resources to meet the needs of the community, the Calgary Police Service:

- utilizing cost avoidance strategies that include but are not limited to:
  - employing intelligence led policing principles to aid in providing real time intelligence to decrease resource needs;
  - the Real Time Operations Division; and
  - continue to invest in capital for operational efficiencies