

HALIFAX

Police Service Review

Background

On February 27, 2018, the following motion was put and passed by Regional Council:

THAT Halifax Regional Council direct the CAO to engage an expert to conduct an HRM wide service review of the appropriate composition of:

- 1. The Halifax Regional Police service, in relation to the portion of the municipality for which it is responsible for providing services; and*
- 2. The Provincial Police Service, as provided by the RCMP, in respect of the remainder of the municipality served by the Provincial Police Service. And to prepare a report and recommendation to Council, as a starting point for consultations with the BoPC and the DoJ regarding the provision of adequate, efficient and effective policing within HRM.*

Executive Summary

- The objective of the Police Service Review was to provide a clear evaluation, including suggestions and recommendations to:
 - Create service effectiveness and efficiencies;
 - Address resourcing constraints and opportunities;
 - Identify new technology to enhance service delivery;
 - Outline areas for potential savings;
 - Engage all levels of the service in the change process.

Executive Summary

- In November 2019, Perivale & Taylor Consulting submitted a report with 29 recommendations.
- The report's proposals should be viewed in the overall context of the current HRM policing model and what improvements would serve the goal of enhancing public safety outcomes, achieving operational excellence and establishing an effective integration model that serves all areas within HRM effectively and consistently. This response supports the current policing model while offering enhancements to the current strategic and operational processes

Executive Summary

- A key development that occurred while the review was ongoing was the hiring of the new Chief of Police for HRP in July 2019. While not actively involved in these recommendations during the bulk of the review period, in September, Chief Kinsella reviewed an initial draft of the report and incorporated input from Chief Supt. Janis Gray.
- HRP has initiated a significant organizational structure review and implementation of associated changes in response to some immediate priority areas the Chief deems necessary to remove operational and service risks and improve supervision.
- Staff recommendations in the Council report are informed by the consultant's findings as well as the aforementioned ongoing organizational restructuring and associated changes. Many of them are directly, or in spirit, applicable to the review's proposals as described in the Council report.

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Key Report Outcomes

- Priority response and deployment
- Strategic realignment, staffing and reorganization
- Community Survey
- Coordinated and robust information technology (IT) systems and infrastructure
- Modernization of facilities and physical infrastructure

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Recommendations

- **Recommendation 1:** HRM-wide crime and public safety priorities, objectives, and goals must be jointly developed by the Board, HRM through Public Safety Advisor, and HRM police (HRP and RCMP), recommended by the CAO, and approved by Regional Council. The implementation of the priorities, objectives and goals respecting police services should be reported jointly by the Board and to Council by the HRM Police – the HRP and RCMP.
 - **Not accept**
- **Recommendation 2:** The 2001 Policing MOU should be rescinded and replaced by two MOUS: Strategic and Operational.
 - **Not accept**

Recommendations

- **Recommendation 3:** The internal business plans for HRP should be separate from the HRM-wide crime and public safety priorities, objectives and goals, and addressed separately by Regional Council, the CAO, and the Board.
 - **Accept and implement**
- **Recommendation 4:** The HRP staff performance measures should be based on outcomes reflecting the priorities, objectives, and goals of HRP.
 - **Accept and implement**
- **Recommendation 5:** The Public Attitude Surveys developed by HRP and Public Safety Canada should be conducted HRM-wide on a regular basis, and the results used in developing crime and public safety priorities, objectives and goals.
 - **Accept and implement**

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Recommendations

- **Recommendation 6:** The HRP Divisions and RCMP Detachments should separately conduct weekly local crime reduction meetings. The regional ComStat meetings should be scheduled every four weeks and be chaired alternatively by HRP and RCMP.
 - **Accept and implement**
- **Recommendation 7:** The IES should examine ways to reduce the average time from call receipt to dispatch for Priority 1 and 2 incidents through enhanced policies and procedures. The call category assist citizen should be eliminated and replaced by the most accurate categories. HRP and RCMP should re-assess the priority of alarm calls.
 - **Accept and implement**

Recommendations

- **Recommendation 8:** Call load and allocated vs. unallocated time analytical processes should be established, and these analyses should be conducted at least annually.
 - **Accept and implement**
- **Recommendation 9:** HRP IT, in consultation with HRP and RCMP, should review the process by which CAD incidents are concluded and sent for follow-up through transfer RMS. Changes should be put in place to ensure key tombstone data from CAD cannot be mistakenly altered. Occurrence file management – HRP can lead the implementation in coordination with RCMP.
 - **Accept and implement**

Recommendations

- **Recommendation 10:** The HRP Audit function should be moved from its current reporting position to the Executive Officer, and report to the proposed Planning and Performance Section.
 - **Accept and implement**
- **Recommendation 11:** The HRP Operational Planning Section should be renamed the Planning and Performance, and assume an organization-wide function including research, planning, audit and oversight, and performance management.
 - **Accept and implement**
- **Recommendation 12:** The staffing and deployment of primary investigation resources (HRP Patrol Divisions and RCMP General Duty) should be relatively consistent with the temporal workloads as identified in the Review Allocated Time Study.
 - **Accept and implement**

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Recommendations

- **Recommendation 13-19:** Nine HRP sworn positions should be considered for civilianization.
 - **Accept and implement**
- **Recommendation 20:** Airport policing should consider the Review's analysis of Quality Assurance (QA) workload and adjust the staffing appropriately.
 - **Not accept**
- **Recommendation 21:** The HRP should consider the Review's analysis of Quality Assurance (QA) workload and adjust the staffing appropriately.
 - **Accept and implement**
- **Recommendation 22:** The HRP Property Exhibits Section should report to the Administration Division.
 - **Accept and implement**

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Recommendations

- **Recommendation 23:** HRM should work with HRP and RCMP to develop a viable and effective shared services IT plan which respects the unique nature of the police IT environment and the police context.
 - **Accept and implement following a separate analysis**
- **Recommendation 24:** HRP and RCMP should establish a security committee, develop comprehensive security and risk management policies, and the body of surrounding procedures/standards to ensure the security of IT systems and the data stored therein.
 - **Accept and implement following a separate analysis**

Recommendations

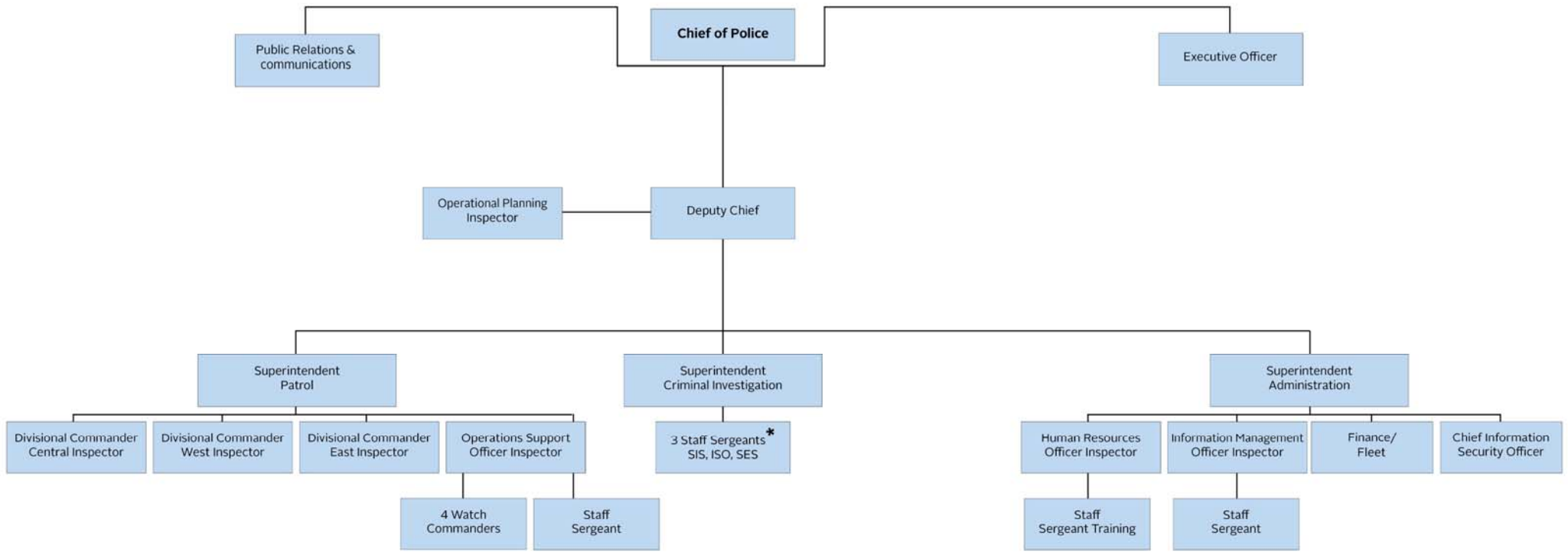
- **Recommendation 25:** HRP, in consultation with the RCMP, should create and staff an IT Section with responsibility for maintenance of the HRP IT infrastructure, and lead new IT projects using accepted project management processes.
 - **Accept and implement following a separate analysis**
- **Recommendation 26:** In consultation with the RCMP, and in conjunction with HRM, HRP should undertake a future technology planning process to improve support for effectiveness and efficiency of policing services.
 - **Accept and implement following a separate analysis**

Recommendations

- **Recommendation 27:** HRP/RCMP/HRM should examine options for enhancing suitable storage, including adequate physical facilities, proper staffing, and IT-based record keeping, to meet exhibit and property management requirements.
 - **Accept and implement**
- **Recommendation 28:** The HRP booking and prisoner care facility reporting should report to the Inspector, Operations Support, through the on-duty Watch Commanders. Long-term HRM planning should consider the nature of prisoner care approaches, including cooperation and/or integration with the Department of Justice Correctional Services and Sherriffs Services and other opportunities.
 - **Accept and implement**
- **Recommendation 29:** The reporting of overtime should be coded to identify the type of overtime and the originating section. HRP should develop an electronic overtime reporting process.
 - **Accept and implement following a separate analysis**

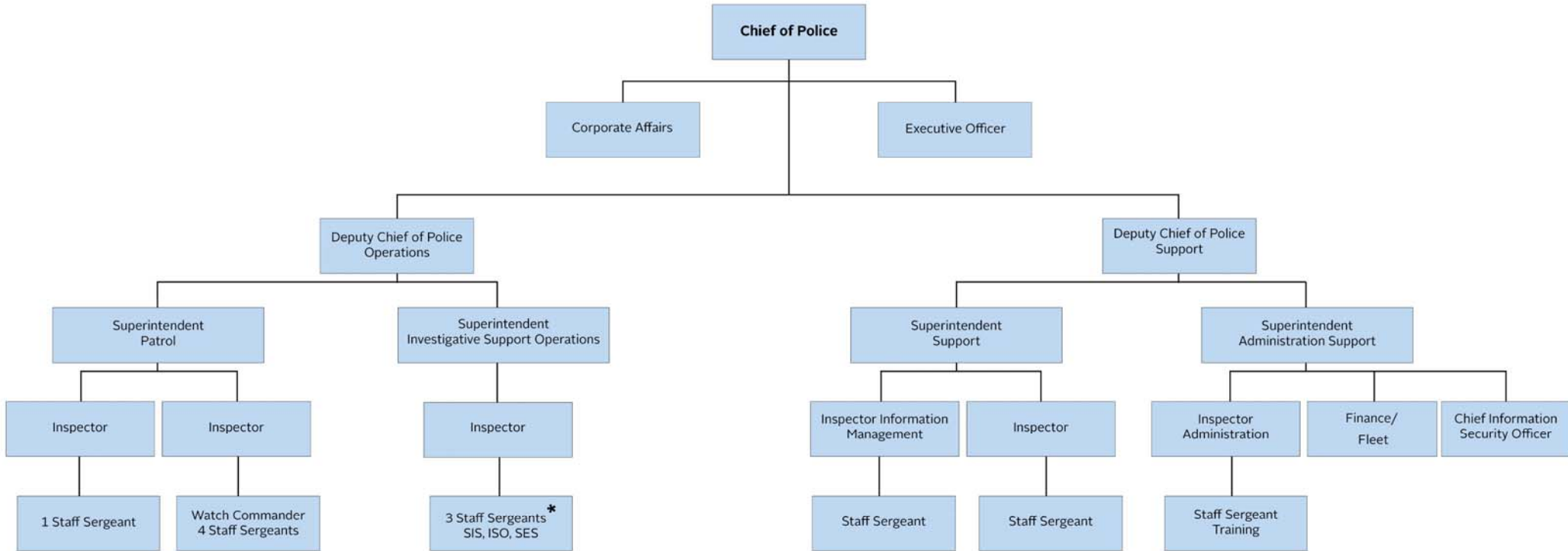
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Halifax Regional Police | Previous organizational chart (Senior Management)



* - Special Investigation Section
 - Investigative Support Operations
 - Special Enforcement Section

Halifax Regional Police | New organizational chart (Senior Management)



- * - Special Investigation Section
- Investigative Support Operations
- Special Enforcement Section

Questions?

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