

**HALIFAX**

# **Policing Transformation Study**

Bill Moore, Executive Director Community Safety

# Timeline

- April 6, 2021
  - Motion approved by Regional Council to move forward with a Study
- April 2022
  - PwC under contract to conduct the Study
  - Project Lead Identified



# Halifax Regional Municipality

Policing Model Transformation Study

April 2023



# Here with you today...



**Bronwyn Burke**  
Partner  
National Leader,  
Digital Operations -  
Government &  
Public Sector



**Tara Macpherson**  
Partner  
National Leader,  
Community Safety  
& Justice



**Joshua Oviatt**  
Engagement  
Manager  
Digital Operations -  
Government &  
Public Sector



## The current policing model in HRM is disconnected. HRP and RCMP do not operate in an integrated policing model today.

HRM currently has a truly dual policing model. The RCMP and HRP have totally distinct operating models that are independent of each other. They have different approaches to people, processes, services, and enablers.

- > The HRP and the RCMP are two distinct and independent police services with **little to no coordination or integration**.
- > They have their own **distinct and independent operating models**
- > **Leadership is disconnected** and does not provide a consistent operational strategy
- > They **do not offer services in the same way or have the same standard operating procedures**
- > The **integration between the two organizations was never strong** but has **deteriorated in recent years**
- > There is **little to no coordination of resources and limited interoperability**

There are significant impacts on consistent service delivery and standards, integrations, accountability and performance under two police operating models



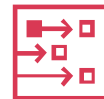
**Community members experience inconsistent services and service levels** depending on who responds to their call for service as a result of variations in standard operating procedures, training and policies



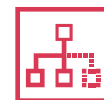
**Integrations and partnerships must be duplicated and any collaborative service delivery must be adapted twice** to align with the differences in how HRP and RCMP provide services and operate



**Actions taken in response to community feedback are not cascaded between organizations** - even very effective, positive actions are less impactful because those changes are only made in one organization



**The lack of coordination and limited interoperability leads to redundancy and risk in operations.** Lack of coordination and interoperability is resulting in inefficient use of resources and limited collaborative services and impacts the public safety risk profile.



**Inconsistent governance and accountability structures negatively impact community centric services,** efficiency and effectiveness of operations and the quality of public safety outcomes.

# What have stakeholders said?

The gap between where HRM is today and the vision, values and priorities articulated by stakeholders is vast. It is clear that stakeholders expect significant change in the way police services are provided in HRM moving forward.



## Transformational change is needed

- Stakeholders expressed a strong desire for transformational change that does not just tweak around the edges, but rather redefines how the community safety ecosystem interacts in HRM

**“There is an opportunity to truly reimagine a holistic model of community safety that is focused on outcomes for the community and individuals”**



## Services need to be redefined

- Many indicated the need to build capacity and capabilities to respond within the community and to focus the police on core police responsibilities.

**“We need to redefine what services are provided, and how, to focus on proactive ‘upstream’ and preventative approaches”**



## The policing model must include true partnerships with diverse communities

- Community-centric service delivery was a priority for majority stakeholders, who stated that services cannot be tailored to needs unless community input is consistently incorporated.

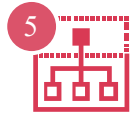
**“Communities within HRM need to have a ‘seat at the table’ to meaningfully contribute as partners in community safety”**



## A collaborative approach to service delivery

- Many emphasized the need for collaboration within the community safety ecosystem, so that each partner is aligned to a unified vision and outcomes they can strive towards.

**“The future model should be built on a multidisciplinary approach centred on public safety and wellbeing to provide services targeted at fulfilling shared outcomes”**



## Accountability & transparency are the key to building trust

- Stakeholders noted the current lack of clarity around accountability structures, stating that strengthened and clarified governance is the foundation of trust in police services in HRM.

**“I have no idea how the governance structure works or who makes decisions. That’s not accountable. That’s not transparent. It has to change.”**



## It’s not about who is providing services - it’s how that matters

- Stakeholders were clear - the uniform doesn’t matter. HRP, RCMP or something new is less important than transformation

**“If the only thing that changes from this study is the uniforms, it will be a huge failure.”**



## An integrated policing model will address challenges in responsiveness and consistency and enable long term transformation

Integrating the policing model in HRM to improve public safety outcomes, standards, consistency and integration within the community safety ecosystem relies on four essential pillars and key enablers to support transformation:



### Strengthening governance & increasing the effectiveness of the BoPC

The recommendations focus on strengthening the governance model, clarifying roles, embedding diverse perspectives and creating greater accountability to the communities being served



### Connecting leadership & strategy across the policing model

Integrating leadership and strategic functions between HRP and RCMP to drive a consistent approach and shared strategy for community oriented public safety services in HRM



### Transforming from a dual policing model to an integrated services model

Transforming the dual policing model to an integrated model by introducing coordinated operations, shared standards and functional centres of excellence for core policing services



### Creating community capacity to focus police on 'core policing' functions

Investing in a community safety function and creating capacity for community-led services outside of the policing organizations to allow police services to focus on 'core policing' functions

# HRM can take immediate action to improve outcomes

The road to a fully integrated model within HRM is complex. Some of the recommendations presented in this document are outside the full control of Halifax Regional Municipality and require action from other stakeholder including the Nova Scotia Department of Justice and Public Safety Canada. There are a number immediate actions that can be taken by HRM to improve quality, efficiency, responsiveness and public safety outcomes. These include:



## 1 Invest in improving BoPC effectiveness

Taking immediate action to improve BoPC effectiveness to increase the rigor and accountability to the community including examination or development of BoPC Policy Manuals and emphasizing competency based representation



## 2 Formalizing permanent joint leadership responsibilities

Formalizing permanent joint leadership and functional management teams with HRP and RCMP leadership to lead and manage community policing, specialist services and investigations



## 3 Creating a Community Safety Function

Creating a Community Safety Function to support community-led services such as Community Response Teams, Care Navigators, Community Outreach and Community-led Engagement and Continuous Improvement



## 4 Implementing integrated and coordinated operations

Implementing integrated and coordinated operations between the HRP and RCMP to coordinate, share and deploy resources seamlessly together to be more efficient and cost effective and create a more consistent coverage between services



## 5 Aligning HRP and RCMP standard operating procedures and protocols

Taking action to align HRP and RCMP standard operating procedures and protocols where possible to improve interoperability and consistency of service standards in community policing, specialist services and investigations allowing both services to respond together on all calls for service safely and effectively



## 6 Examining current jurisdictional boundaries between the HRP and RCMP

Examining current jurisdictional boundaries between the HRP and RCMP to identify opportunities for more effective deployment of policing resources between services in light of changes to the community, population growth, densification and urbanization





Thank you

# Recommendation

- It is recommended that Committee of the Whole recommend that Halifax Regional Council:
  1. Refer the Policing Model Transformation Study to the Board of Police Commissioners for their review.
  2. Direct the Chief Administrative Officer to meet with the Board of Police Commissioners and report to Council on the result of the review by the Board of the Study
  3. Direct the Chief Administrative Officer to meet with representatives of the Province of Nova Scotia and request HRM be a participant in the multisectoral council being developed by the Province
  4. Direct the Chief Administrative Officer to report back to Council in 18 months regarding the viability of achieving an integrated policing model with recommendations for next steps.

# Questions ?