

# Codiac Regional Policing Authority

**Policy #:** G-501  
**Category:** Risk Management  
**Subject:** Risk Oversight by CRPA  
**Date:** Insert  
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## Framework

### Police Act

Under s. 1.1(1) of the *Police Act*, the Minister of Justice and Public Safety shall (a) promote the preservation of peace, the prevention of crime, the efficiency of police services and the development of effective policing, and (b) coordinate the work and efforts of police forces and the RCMP within the Province.

Section 1.1(2) of the *Act* provides that the Minister may provide to boards, councils, police forces, a regional policing authority and the RCMP:

(i) information and advice respecting the management and operation of police forces and the RCMP in handling special problems, and

(ii) such other information as the Minister considers to be of assistance.

Finally, Section 1.1 (3) provides that subject to the *Act* and regulations, the Minister may issue guidelines and directives to any police force within the Province for the attainment of the purposes in s. 1.1(1) above.

### Governance Guidelines

In 2011, the Department of Public Safety issued the Police Governance and Oversight in New Brunswick Policy Guidelines (“Governance Guidelines”). These Guidelines apply to a regional policing authority, as well as to other models of police governance in use in New Brunswick. The Governance Guidelines suggest the following regarding risk oversight by a board:

“Risk refers to the events, conditions, and developments that may affect the police force’s ability to reach its goals.

It is the responsibility of the Board to ensure that all significant risks facing the Police Force and the Force’s ability to attain its objectives, priorities and goals are identified and effectively managed. This means that the Board has the responsibility to ensure police management identifies the principal risks of the Police Force and takes all reasonable steps to ensure the implementation of

appropriate systems to monitor and manage these risks.

Risk should be identified through ongoing consultation with the Chief of Police, through communication with the Policing Services Branch of the Province of New Brunswick, with municipal council(s) and municipal officials, community input, discussion with other governance authorities through, for example the Canadian Association of Police Boards, and with other key stakeholders. Also, periodic review of the public media will provide information on risks experienced in other locales that may affect the local situation.

As part of each strategic planning cycle, the Board, in partnership with the Chief, will undertake a risk assessment of both internal and external risks to the police force.

The Chief will report to the Board, at the in camera session, on principal risks to the Police Force's operations, so that the Board may provide general direction and counsel to the Chief regarding these risks."

### **Definitions**

*Risk* – means an event or circumstance, within the Codiac Regional Police Service (CRPS), the Codiac Regional Police Authority (CRP Authority) or the community it serves that could significantly enhance or impede the ability of the CRPS or CRP Authority to achieve its current or future objectives and plans; typically measured in terms of probability and impact

*Risk management* – process used to identify, assess, manage and control potential events or situations and to provide reasonable assurance regarding the achievement of the organization's objectives.

### **Policy**

It is the responsibility of the CRP Authority to ensure that the CRPS has a system in place to identify and manage all significant risks facing the Service.

Given that the CRPS is contracted, the potential risks of the CRP Authority may not be identical to those of the service providers. Likewise, the potential risks of the service providers may not parallel those of the CRP Authority. Consequently, the CRP Authority will maintain independent due diligence of prospective additional or alternative risk which may be presented by the reliance upon a contracted service. This will be done by members of the CRP Authority through ongoing review of media items, interactions with municipal councils and provincial public safety officials, community survey results, attendance at police-related conferences and ongoing communication with peers on other police boards.

In conjunction with the Officer in Charge (OIC), the CRP Authority will monitor the risk environment and incorporate necessary mitigation strategies into its long-term

planning and funding.

**(a) Risk Framework**

The CRP Authority's principal risk categories are as follows:

1. **Operational** - risks arising from the delivery of contracted police services; these typically fall into four categories:
  - (a) Injury or harm to the public caused by an officer's or law enforcement agency's action
  - (b) Injury or harm to officers
  - (c) Injury or harm to public trust, community perceptions, and police-community relations (e.g., racial profiling as just one example)
  - (d) Adequate training of personnel (e.g., mandatory training, harassment training, etc.)
  - (e) Access to required equipment and property (e.g., use of force equipment and personal protective equipment)
2. **Strategic** – risks arising from changes in the political environment, changes in government funding, government policies and taxes, changes in regulatory framework, technological developments, major communications failure, etc.
3. **Leadership/succession** – risks relating to the organization's ability to provide continuity of leadership through the ability to attract and retain CRP Authority members and leaders, effective police leadership and key support positions within the City of Moncton's administration
4. **Human resources** – risks arising from work environments that are not characterized by adequate resource allocations, successful attraction and retention, mutual trust, acceptable performance levels, or effective management; may also include human rights violations, labour relations/disruptions and workplace health and safety
5. **Information technology** – risks arising from untimely, inaccurate or unreliable information that supports the discharge of roles and responsibilities or outdated or unreliable information technology systems where user requirements are not met; includes access to appropriate and cost-effective technology, availability of IT expertise and resources, security and back-up of data, system testing and transition
6. **Property and equipment** – risks arising from physical asset and equipment life cycles, maintenance and refurbishment/replacement programs
7. **Financial** – risks arising from improper financial planning, budgeting, forecasting and expenditure controls, including contracting, asset management, salaries, overtime and revenue enhancers
8. **Reputation** – risks arising from injury or harm to public trust and community perceptions of the CRP Authority
9. **Legal/compliance** – risks arising from the complexity of or non-compliance with the legal framework imposed on the CRP Authority; includes failure to comply with legal requirements in a contract, statute or regulation; risks of liability from anticipated or actual litigation

10. **Governance** – risks arising from not clearly defining roles and responsibilities, not meeting the required ethical standards or not having effective monitoring processes in place

***(b) CRPA's Risk Oversight Role***

1. The CRP Authority has the responsibility to ensure that good systems are in place within the CRPS and the City of Moncton to:
  - Identify CRP Authority-related risks by continuously scanning the internal and external environments for potential or emerging risks
  - Assess those risks through the ongoing monitoring of key data collection
  - Prioritize those risks
  - Allocate resources in a coordinated and economic fashion to mitigate or manage the risks
  - Report regularly (using a simple format) to the CRP Authority on the risk framework with particular emphasis on any significant changes in the CRP Authority's risk landscape
2. The CRP Authority should also ensure that sufficient time is devoted to discussing risk management on a quarterly basis.
3. The OIC's annual performance should include a dimension related to risk management.
4. The CRP Authority's annual self-assessment should include a dimension related to risk oversight.
5. Risks should be evaluated during the development of new strategy when the CPRA's strategic plan is renewed.
6. Finally, a risk assessment should inform the annual work plan for the external auditor.

***(c) Regular Risk Reporting***

The CRP Authority reviews quarterly risk updates from the Officer in Charge (OIC) during in camera sessions.

(Note – for examples of risk reports, see a presentation to the Canadian Association of Police Governance (June 2015) by Wendy Cukier entitled Risk Management in Policing, available to members on the CAPG website).