

Chapter 10

Justice—Leading the Building Partnerships to Reduce Crime Initiative

1.0 MAIN POINTS

Under *The Correctional Services Act, 2012*, the Ministry of Justice (Ministry) is responsible for establishing programs and strategies to prevent and reduce crime including the implementation and promotion of programs for public education respecting the criminal justice system. The Ministry's strategic plan indicates that promoting safe and secure communities is a key aspect of its mandate. The Building Partnerships to Reduce Crime initiative targets and attempts to mitigate the root causes of crime through coordinated efforts of local human service agencies. This initiative directly supports the Ministry's strategic intent.

This chapter reports, for the 12-month period ended January 31, 2016, that the Ministry of Justice did not have effective processes to lead the Building Partnerships to Reduce Crime initiative. It needs to:

- › Confirm participating agencies' acceptance and understanding of the expectations of Community Mobilization Hubs to ensure those agencies are engaged and understand how the model works
- › Provide direction and tools to support all members to facilitate collaboration at the Community Mobilization Hub
- › Identify how to measure the success of the initiative and collaborate with the Centre of Responsibility and Community Mobilization Hubs to identify and address systemic issues

2.0 INTRODUCTION

Crime has a significant impact on Saskatchewan residents. Saskatchewan's per capita crime rate has consistently exceeded the national average (see **Figure 1**).

Figure 1—Criminal Code Violation Incident Rate Per 100,000 Population from 2010 to 2014

	2010	2011	2012	2013	2014
Saskatchewan	12,577	12,224	11,451	10,715	10,505
Canada	6,159	5,779	5,632	5,195	5,046

Source: Statistics Canada, CANSIM Table 252-0051, Incident rate per 100,000 population for all Criminal Code violations excluding traffic (19 November 2015).

One goal of the Government of Saskatchewan is to build safer communities¹ as Saskatchewan communities experience some of the highest crime rates in Canada. To help achieve this goal, the Government established, in 2010, the Building Partnerships to Reduce Crime (Building Partnerships) initiative. This initiative is a key component of

¹ Government of Saskatchewan, *Saskatchewan Plan for Growth: Vision 2020 and Beyond*, (2012), p. 58.



the Government of Saskatchewan's Child and Family Agenda.² Building Partnerships is a community safety-focused partnership initiative involving various ministries and policing services.

2.1 Purpose of Building Partnerships to Reduce Crime Initiative

In response to the high crime rates in Saskatchewan, the Government, along with various policing services, developed the Building Partnerships initiative to bring multiple agencies together to better respond to individuals and families that need collaborative interventions (e.g., connection to counselling, addiction services). This is done with the goal of targeting the root causes of crime (e.g., addictions, mental health). The Building Partnerships initiative's focus is to provide immediate responses, coordinated across participating agencies, to those individuals and families where there is identified acutely-elevated risk. For the Building Partnerships initiative, acutely-elevated risk is identified when more than one agency is needed to address the situation and the nature of the risk to an individual, family or community is severe. The key objective is to proactively mitigate risks to individuals, families, and the community.

Founding members of the Building Partnerships initiative signed a Charter in October of 2010. Founding members included the Minister of Corrections and Policing; Deputy Ministers of Corrections and Policing, Justice, Social Services, Advanced Education, Education, Health, Government Relations, and Parks, Culture and Sport; the President of the Saskatchewan Association of Chiefs of Police; the Assistant Commissioner of RCMP 'F' Division; and the chiefs of police of Estevan, File Hills First Nations, Moose Jaw, Prince Albert, Regina, Saskatoon, and Weyburn.³

They established the Building Partnerships initiative based on research,⁴ and past experiences of similar initiatives.⁵ Research results indicated that a key to addressing crime was to target the root causes which may lead to criminal behaviour (e.g., poverty, unemployment, physical and mental health issues, family instability).⁶

An Executive Steering Committee⁷ for the Building Partnerships initiative was established in 2010. It was responsible for leading the development of the Building Partnerships initiative in Saskatchewan, and the development and execution of a long-term strategy to reduce crime and violence in Saskatchewan communities. It created the main components of the Building Partnerships initiative as set out in **Figure 3**. Since 2013, the Committee is no longer functioning.

In general, agencies who decide to participate in the Building Partnerships initiative agree to:

- ▶ Work together combining efforts, expertise, information, and resources to address the full spectrum of crime reduction⁸

² Government of Saskatchewan, *Background, Child and Family Agenda Progress to Date*, (2014), p. 6.

³ <http://saskbprc.com/index.php/charter-members> (13 November 2015). This chapter uses ministry names in effect at February 2016.

⁴ The Government of Saskatchewan and provincial police leaders carried out research in this area.

⁵ Similar initiatives included the Community Mobilization Prince Albert initiative, and a similar multi-agency model in Scotland.

⁶ <http://saskbprc.com/index.php/2014-08-25-18-12-14/2014-08-25-20-45-07> (19 November 2015).

⁷ The Executive Steering Committee was comprised of senior officials from various agencies (e.g., ministries of Justice, Corrections and Policing, Social Services, Health, Education) with the Deputy Minister of Corrections and Policing as the chair.

⁸ Government of Saskatchewan, *Building Partnerships to Reduce Crime*, (2011), p. 4.

- Connect individuals and families with necessary services (e.g., such as substance abuse treatment, education and employment to change behaviour)⁹

As reflected in **Figure 3**, the main components of the Building Partnerships initiative are:

- Ministry of Justice – The Ministry of Justice is the project leader and responsible for the initiative.
- Centre of Responsibility (COR) – A COR analyzes systemic issues impacting Saskatchewan, and collaborates on longer-term solutions to those issues. Also, a COR coordinates support among the agencies participating in the community mobilization hubs. It submits research papers on systemic issues and makes recommendations to the Ministry. A COR is comprised of human service professionals (e.g., policing services, health regions, school divisions, Ministry representatives from Social Services). As of February 2016, the Prince Albert COR is the only active COR in Saskatchewan.
- Community Mobilization Hubs (CMHs) – CMHs are to play a key role in facilitating earlier interventions to individuals and families with acutely-elevated risks. The underlying premise is that earlier interventions of situations may help reduce crime within their community. As of February 2016, 12 CMHs were active in Saskatchewan, each comprised of agencies specific to the needs of their community who agree to participate (participating agencies). **Figure 2** lists CMHs active as of February 2016.

Figure 2—Community Mobilization Hubs in Saskatchewan

La Ronge	Moose Jaw	Saskatoon
Lloydminster	Nipawin	Swift Current
Meadow Lake	North Battleford	Weyburn and Estevan
Melfort	Prince Albert	Yorkton

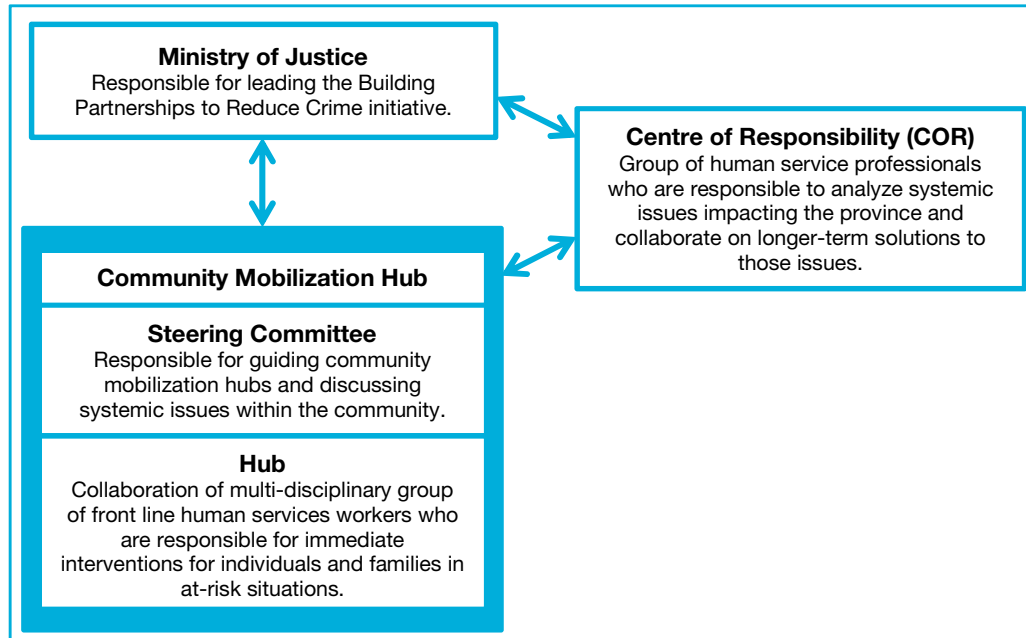
Source: Information provided by the Ministry of Justice.

- Steering Committees – Each CMH has a steering committee. The committee is responsible for guiding its local CMH, discussing systemic issues within the CMH, and responding to identified issues. A steering committee is comprised of senior officials of the participating agencies within the CMH. Each steering committee meets monthly. Steering committees are to liaise with the Ministry about CMH operations.
- Hubs – Each CMH requires a Hub. A Hub is responsible for addressing community safety and wellness issues seen to be at an elevated level of risk across multiple agencies, and helping find ways to immediately assist individuals and families in at-risk situations. Hubs are comprised of multi-disciplinary groups of front-line workers from various participating agencies responsible for justice and human services (e.g., policing services, local school divisions, local health region, relevant ministry staff) operating within a specific community (e.g., Melfort and surrounding area).¹⁰ Front-line workers within a CMH provide an immediate connection of individuals and families with the needed services.

⁹ Ibid.

¹⁰ <http://www.finance.gov.sk.ca/budget2014-15/SSbackgrounder-SCYAprogreessMarch2014.pdf> (9 September 2015).

Figure 3—Building Partnerships Initiative



Source: Adapted from information from the Ministry of Justice.

2.2 The Ministry's Responsibilities for the Initiative

While participating agencies are responsible for their individual services, the Ministry, through the Corrections and Policing Division, leads the Building Partnerships initiative. This is consistent with its responsibilities set out in its legislation:

- ▶ *The Justice and Attorney General Act* gives the Minister of Justice “superintendence of all matters connected with the administration of justice in Saskatchewan” (section 9(1)(c))
- ▶ *The Correctional Services Act, 2012* gives the Minister of Justice and Minister Responsible for Corrections and Policing the responsibility for:
 - Establishing programs and strategies to prevent and reduce crime (section 4(2)(e))
 - Establishing, implementing and promoting programs for public education respecting the criminal justice system (section 4(2)(f))

3.0 AUDIT OBJECTIVE, SCOPE, CRITERIA, AND CONCLUSION

The objective of this audit was to assess the effectiveness of the Ministry of Justice's processes, for the 12-month period ended January 31, 2016, to lead the Building Partnerships initiative in Saskatchewan.

We examined the Ministry of Justice's policies, plans and procedures that relate to the Building Partnerships initiative in Saskatchewan. We assessed the Ministry's processes to lead the Building Partnerships initiative, and we interviewed relevant staff from the Ministry and of participating agencies.

To conduct this audit, we followed the standards for assurance engagements published in the *CPA Canada Handbook – Assurance*. To evaluate the Ministry of Justice’s processes, we used criteria based on our related work, reviews of literature including reports of other auditors, and consultations with management. The Ministry of Justice’s management agreed with the criteria (see **Figure 4**).

Figure 4—Audit Criteria

- 1. Engage participating agencies in the Building Partnership initiative**
 - 1.1 Identify agencies to participate
 - 1.2 Confirm understanding and acceptance of responsibilities with participating agencies
 - 1.3 Decide how to measure achievement of outcomes
- 2. Support use of the Building Partnerships model**
 - 2.1 Provide direction and tools (e.g., procedures, training)
 - 2.2 Align activities with model (e.g., through supervision and feedback)
 - 2.3 Actively manage issues
- 3. Monitor results of the Building Partnerships initiative**
 - 3.1 Collect information on key measures
 - 3.2 Analyze whether desired outcomes are being achieved
 - 3.3 Adjust processes as necessary
 - 3.4 Communicate results

We concluded that, for the 12-month period ended January 31, 2016, the Ministry of Justice did not have effective processes to lead the Building Partnerships initiative in Saskatchewan. The Ministry of Justice needs to provide leadership by:

- › **Confirming participating agencies’ acceptance and understanding of the expectations of the Community Mobilization Hub**
- › **Providing direction and tools to support all members**
- › **Identifying how to measure the success of the initiative**
- › **Collaborating with the Centre of Responsibility and Community Mobilization Hubs to develop a process to analyze and report on the success of the initiative**

4.0 KEY FINDINGS AND RECOMMENDATIONS

In this section, we set out the criteria (expectations) and our key findings along with related recommendations.

4.1 Engaging Participating Agencies

We expected the Ministry would identify agencies to participate in the Building Partnerships initiative. We also expected the Ministry would lead implementation of the initiative in communities by documenting and confirming understanding and acceptance of responsibilities of participating agencies of community mobilization hubs. Additionally, we expected the Ministry would decide how to measure the success of the initiative.



4.1.1 Expectations Not Clearly Understood

As noted in **Section 2.1**, the Ministry played an active role in the development of the Building Partnerships initiative. The Ministry also played a role in the creation of Centres of Responsibility (CORs); it did this, in part, through providing funding. For example, in 2015-16, the Ministry provided CORs with about \$848,000 (2014-15: actual \$676,000).¹¹

The Prince Albert COR started in May of 2012 as a local entity designed to identify systemic issues impacting the City of Prince Albert. For example, when it noted that alcohol abuse was represented in a substantial number of local discussions, an Alcohol Strategy was developed. In late 2014, the Ministry announced the launch of a second COR – one located in Saskatoon. The Ministry also advised the Prince Albert COR, that it was moving to a regional model of CORs. The Saskatoon COR was halted as part of an internal Ministry program review to determine the future of a provincial COR model. At January 2016 (the time of our audit), the Ministry had not finished this review.

The Ministry has not played an active role in communities establishing a CMH; rather all 12 communities established them based on local interest (community mobilization efforts). Those communities decided themselves which agencies and service providers were best suited to participate in their CMH.

The Ministry gave each community interested in establishing a CMH a template Memorandum of Understanding (MOU), and a template Steering Committee Terms of Reference (TOR). Through these templates, the Ministry provided communities with suggested agencies that would be valuable to participate in a CMH (e.g., local school divisions and police services, officials from ministries of Social Services, Health). In addition, through the MOU and TOR, the Ministry communicated its general expectations of a CMH, and set out the general roles and responsibilities expected of each participating agency. Through the MOU, participating agencies agreed to:

- › Take direction from the Steering Committee
- › Use the Ministry's Hub model
- › Have their CMH Steering Committee meet at least monthly
- › Authorize members of their agency to participate in the Hub and Hub meetings designed to identify community social problems and implement strategies to address them
- › Have the Hub meet at least weekly
- › Connect referred individuals or families with services within 24-48 hours of the initial discussion of a Hub (i.e., expected response time)
- › Comply with privacy practices (e.g., intent and purpose of sharing private information and privacy legislation of agencies)
- › Undertake an annual review of the signed MOU

¹¹ Information provided by the Ministry of Justice.

- Have the MOU signed by the highest level of authority representing each participating agency in the CMH

As part of its Hub model, the Ministry expected all Hubs to use a Four-Filter Procedure. The Four-Filter Procedure (see **Figure 5**) determines if a situation requires a collaborative intervention (connection of individuals and families to various services) based on the risk factors that are present. The procedure begins when a participating agency refers an individual or family to a Hub. The participating agencies of a Hub discuss the situation (using only de-identifiable data)¹² in Filter 2, and continue through the filters if it reaches a consensus that the situation merits further discussion. When they have identified all of the risk factors in the situation, participating agencies that can assist are to come forward and collaborate on how to connect the individual or family to the necessary services.

Figure 5—The Four-Filter Procedure

Filter 1 – Each participating agency determines if an at-risk situation can be adequately resolved within the normal course of business within its own sector.

Filter 2 – The participating agency refers the at-risk situation if it feels it cannot adequately resolve to a Hub. The originating agency describes the nature of the situation using only de-identified language. Only when the Hub achieves a consensus of experts that the situation sufficiently merits discussion at its meeting, the Hub chair invites the originator to escalate to Filter 3.

Filter 3 – Only a limited amount of identifying information is shared with the Hub; information essential for determining the potential role each agency might play in mitigating the elevated risk situation. The Hub identifies a lead agency at this point in the process.

Filter 4 – Where the real collaboration occurs, this occurs privately among only those agencies with a direct role in an intervention. These discussions drive the face-to-face contact with the referred individual or families.

Source: McFee & Taylor, *Change and Innovation in Canadian Policing*, pp. 11 and 12.

The Ministry expected that having participating agencies sign an MOU for a CMH would demonstrate they understood, and accepted their responsibilities as they related to their CMH. Ministry officials noted that it expected each participating agency of a CMH would also determine what was specifically expected, from the participating agencies' perspective, of members of the CMH.

We found that only one CMH had developed a policy on its mandate, and roles to inform its Hub. However, in our review of the content of this policy, we found the timeframe to conclude a Hub discussion conflicted with the expected response time set out in the signed MOU.

In discussions with various members of the Prince Albert COR, and CMHs in the province, they expressed the desire for a clearer definition of their roles within the CMH, and additional support from the Ministry. Members noted that while they were familiar with the expectations of their agencies, they did not always understand their role at Hub meetings and were unsure of the overall goals of the Building Partnerships initiative.

Also, while the Ministry expected each CMH to have a signed MOU consistent with its template; we found it did not check to make sure they did. For six CMHs we selected, three did not have signed MOUs, and for another, its MOU was only signed by some of the participating agencies.

¹² De-identifiable data consists of information used to describe a Hub situation or individual without providing enough facts to identify that individual.



Not confirming participating agencies of CMHs have signed MOUs in place increases the risk that participating agencies may not have accepted or understood the purpose of a CMH, how the Hub model works, and the expected nature and extent of their involvement with the CMH. Not confirming participating agencies acceptance and understanding of expectations increases the risk of not timely connecting acutely-elevated risk individuals or families to necessary services, and not addressing the root causes of crime. Participating agencies may also be less engaged in their CMH.

- 1. We recommend that the Ministry of Justice confirm agencies, who decide to participate in a Community Mobilization Hub, accept and understand their roles within the Building Partnerships initiative.**

4.1.2 Database Used to Track Information Consistently

The Ministry developed a Building Partnerships database (database), and made it available to the Prince Albert COR and each CMH. Also, through the Building Partnerships eLearning training materials, the Ministry made its *Information Sharing Guidelines* (guidelines) available to them. The guidelines are a set of procedures that outline how to enter data into the database, and share information at Hub meetings.

We found that the database was designed to record and track the information shared at the Hub meetings. Because each Hub uses the same database to enter information, the data collected on CMH activities is comparable between all the CMHs. Also, the database allows for the ability to look at data from varying perspectives (e.g., by CMH, provincially).

The Ministry and the Prince Albert COR have access to data from all CMHs within the database; each CMH's access is limited to only information related to their communities. Each Hub is responsible for the entry of information related to its CMH. We found each Hub had a dedicated data entry person.

We found the database tracked:

- Information that is de-identified
- Data on Hub discussions of situations for individuals and families (number discussed, accepted to move forward, no further action required) (see **Figure 6**)
- 105 risk factors ranging from alcohol and drug risk factors to criminal involvement, cognitive ability and violence. Risk factors are a key indicator of the level of acutely-elevated risk that is inherent in each Hub discussion. A Hub's evaluation of risk factors, and how they compound upon each other plays an important role in whether the Hub decides to move on to Filter 3 (see **Figure 5**). At Filter 3, only a few pieces of identifying information are shared at the meeting, but not recorded in the database
- Total number of risk factors identified in Hub discussions

- › Information relating to the Hub interventions (e.g., addictions counselling, social assistance)
- › Names of the leading and assisting agencies in the interventions
- › Location of individual or families referred
- › In a de-identified way, individuals referred to the Hub multiple times

Figure 6—2015 Calendar Year Hub Discussion Data for Situations in Saskatchewan

Hub	Number of Situation Discussions	Percentage of Discussions Accepted for Further Action
La Ronge	20	95%
Lloydminster ^A	44	82%
Meadow Lake	25	80%
Melfort	12	92%
Moose Jaw	56	93%
Nipawin	7	100%
North Battleford	56	98%
Prince Albert	359	79%
Saskatoon	143	95%
Swift Current	24	88%
Weyburn and Estevan (SouthEast Regional Hub)	31	58%
Yorkton	131	95%
Total Hub discussions in Saskatchewan	908	86%

Source: Ministry of Justice, CRM Database for Hub Discussions for January 1 – December 31, 2015.

^A Includes the involvement of the Government of Alberta; statistics are for Saskatchewan individuals only.

As reflected in **Figure 6** above, the 12 Hubs had a total of 908 discussions about situations during 2015. Hubs moved 86% of situations forward for further action and connection to services.¹³

4.1.3 Additional Initiative Success Measures Needed

As noted in **Section 2.1**, the focus of the Building Partnerships Initiative is to provide immediate coordinated responses to individuals and families with acutely-elevated risks; and its key objective is to proactively mitigate risks to individuals, families, and the community. The Ministry has identified two key measures to determine the overall success of the initiative (i.e., number of individuals and families connected with services, success of participating agencies in connecting individuals or families with services).

¹³ The Hub may decide it is not in a position to take further action (reject). This decision is usually based on external services already being in place, personal supports being available, or lead services not yet being available for that individual and the related risk factors. The Hub considers its work complete when an individual is either connected to, is informed of, or refuses services.



Many CMH members indicated that the addition of a mechanism to identify individuals who are repeatedly referred to the Hub would serve as a barometer to assess the medium- to long-term impact on the services provided to those individuals. This would further support that the initiative is addressing some of the root causes of crime.

Although the Building Partnership database tracks information useful for the Prince Albert COR and individual CMHs, it does not track identifiable data that helps the Ministry determine the overall success of the initiative.

For example, we found that privacy legislation makes certain information that would help the Ministry make this determination (such as the number of particular individuals or families repeatedly referred to a Hub) not accessible. As previously noted, the Building Partnership database, only captures de-identified information. Only a Hub can access identifiable information; and it can only do so when the agency, who took part in the Hub intervention, is participating in that Hub.

Also, the database tracks the number and nature of the connections to services. This information is available on a provincial basis. The database does not contain information on whether the faster connections to services made a difference. The Ministry does not routinely collect alternate data to help make this determination (e.g., information on repeat clients).

Measuring overall success would support the Ministry's goal of increasing community safety, and addressing the root causes of crime. Without determining how to measure the success of the Building Partnerships initiative, the Ministry cannot make adjustments to the Hub model, understand if the initiative is making a difference on addressing the root causes of crime, and report on the success (or failure) of the initiative. Also, without this information, the Ministry cannot determine the value of agencies participating in the Building Partnerships initiative.

2. We recommend that the Ministry of Justice identify how to measure the success of the Building Partnerships initiative.

4.2 Supporting Use of Building Partnerships

We expected that the Ministry would actively support participating agencies involved in CMHs and Prince Albert COR members through procedures and training. It would provide tools to encourage information and knowledge sharing. We also expected that the Ministry would actively communicate with the CMHs and the Prince Albert COR to promote engagement with agencies.

We expected the Ministry would assess CMH activities against the Hub model and its expectations for the initiative, and identify issues, if any. We also expected that the Ministry would identify, analyze and adjust the Hub model and procedures based on the issues identified.

4.2.1 More Ministry Support Needed

The Ministry provides CMHs with MOU templates, the Four-Filter procedure, *Information Sharing Guidelines*, and, as noted below, training. CMH members we spoke to indicated they need more support from the Ministry.

The Ministry, in conjunction with the Prince Albert COR, developed eLearning training modules for the use of all CMH members. The training, which was launched in June of 2015, discusses many aspects of the Hub operations including the history of the Building Partnerships initiative, videos depicting a Hub discussion, the basics of how a Hub discussion works, as well as practices when performing door knocks.¹⁴ At the end of each section of the training, the completion of a quiz is required to move to the next section of the eLearning.

The Ministry does not require members of the CMHs to complete the eLearning training modules, but suggests they do. Course administrators, who are volunteers with Building Partnerships' experience, lead groups enrolled through the eLearning. Course administrators are to answer questions posed by members in the various discussion boards¹⁵ built into the eLearning module. We found only some participating agencies used the eLearning. The Ministry does not monitor eLearning usage and completion.

In our discussions with CMHs, and an observation of the Hub process in one location, we found the activities of the Hubs followed the meeting requirements as outlined in the eLearning modules.

CMH members we spoke to found the eLearning a valuable information resource for new members. However, they did not find it as useful for existing members in that it did not provide sufficient information to help Hubs overcome complex situations they face (e.g., connecting an individual and family members with multiple services).

CMH members also noted that the Ministry did not make the *Information Sharing Guidelines* and Four-Filter procedures easily available. Members found this information was difficult to access because it was provided through the eLearning training modules. They noted the eLearning training modules contained a higher volume of information. They suggested packaging information for easier access would be better.

Also, in October 2014, the Ministry hosted a symposium that brought together members of the various CMHs. The symposium provided members with an opportunity to share their insights on the Hub process including successes and challenges. Many of the CMH members we spoke to felt that this symposium was helpful in discussing with other Hub members the complexity of the situations. At February 2016, based on our discussions, the Ministry was beginning planning for another symposium.

The Ministry relies on the CMHs and Prince Albert COR to advise it of issues impacting operations, and challenges in the use of the Hub model and the structure of the initiative (see **Figure 3**). However, the Ministry communication with the CMH and Prince Albert COR members was minimal. In most cases, CMHs or the Prince Albert COR initiated communication with the Ministry. While the Ministry indicated it periodically met with

¹⁴ Door knocks are the connection to services for individuals discussed at the Hub where multiple agencies' representatives attend a home visit.

¹⁵ The discussion boards built into the eLearning allows participants to interact with the course administrators assigned to their group.



various CMH Steering Committees, it did not keep evidence of these meetings. CMH members we spoke with felt additional communication or in-person meetings with the Ministry, along with regular symposiums, would help them be connected with the Ministry and equipped to help make a difference.

We found that the Prince Albert COR had an activities description (e.g., identification of systemic issues, data collection and analysis) and job profiles for its members. The COR members develop research papers (i.e., action, discussion) based on key systemic issues (e.g., increased volume of certain risk factors) that it has identified using information in the database. To date, its research has had more of a local focus as the COR resides in Prince Albert. Completed research papers are posted to the Community Mobilization Prince Albert website, and submitted to the Ministry for review and feedback.¹⁶ COR officials noted that, other than the Ministry confirming receipt, it has not received direct feedback on the content of the research papers. The Prince Albert COR indicated that privacy is an issue in completing comprehensive, robust reports.

For the Building Partnerships initiative to make a difference in reducing crime in Saskatchewan, the Ministry needs the support of multiple agencies within communities that are willing to work together. Having members of COR and agencies participating in CMHs feel they do not receive sufficient direction and tools may result in reduced community engagement, and overall support of the Building Partnership initiative.

3. We recommend that the Ministry of Justice provide additional direction and tools to support members of the Centre of Responsibility and Community Mobilization Hubs.

4.3 Better Monitoring of Results Needed

We expected the Ministry would collect information to analyze success of the initiative, and adjust the initiative's processes as necessary. We also expected the Ministry to communicate success of the initiative to participating agencies.

At January 2016 (the time of the audit), the Ministry was reviewing and updating the Building Partnerships initiative. Multiple agencies have reviewed the Building Partnerships initiative; these include:

- ▶ *Saskatchewan Information and Privacy Commissioner Investigative Report – Community Mobilization Prince Albert* – This report contained two privacy recommendations; the report was publicly released in November 2014
- ▶ *COR Program Review* – The ministries of Justice and Finance conducted this review. The report contains six recommendations specific to the Prince Albert COR, and was released by the Ministry of Justice in September 2015
- ▶ *Privacy Impact Assessment Community Mobilization Prince Albert* – The Information Sharing Issues Working Group, an interagency privacy team, did this assessment of

¹⁶ Information retrieved from www.mobilizepa.ca/ (29 February 2016).

the Prince Albert COR. This report contains 46 privacy recommendations; the report was released to the Ministry in February 2016¹⁷

- » Overview Report – The Ministry engaged an external consultant to do this review in the fall of 2015. It looked at the entire Building Partnerships initiative to refine the structure and operations; the report was not yet released at February 2016

Members of CMHs indicated some participating agencies prepare reports specific to their agency's involvement at the Hub. These agencies reports utilize their own data (e.g., school division, police service) to determine the impacts that the Hub is having on individuals or families. However, because of constraints around privacy, the Ministry cannot collect this information.

As noted in **Section 4.1.3**, additional measures are needed to determine the success of the initiative. Once these are identified, the Ministry, the Prince Albert COR, and CMHs will need to collaborate to develop a process to analyze results. This analysis will inform the Ministry about the Building Partnerships initiative's successes and challenges.

Collaborating to develop a process to analyze results will assist in consistent analysis and reporting of Building Partnerships initiative results. This will allow the Ministry, the COR and CMHs to utilize the information to inform decision making, address systemic issues, and report on the success of the initiative.

- 4. We recommend that the Ministry of Justice, in collaboration with the Centre of Responsibility and Community Mobilization Hubs, analyze and report on the success of the Building Partnerships initiative.**

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¹⁷ Note participating agencies are bound by different provincial access and privacy laws – Ministry of Social Services – *The Freedom of Information and Protection of Privacy Act* (FOIP) and *The Health Information Protection Act* (HIPA), School Divisions – *The Local Authority Freedom of Information and Protection Privacy Act* (LA FOIP), Ministry of Health – LA FOIP and HIPA, Justice – FOIP and HIPA, Cities – LA FOIP.



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