



COMMITTEE REPORT

NO: P008

DATE: July 20, 2015

POLICE COMMITTEE

TO: Mayor & Council

DATE: July 16, 2015

FROM: Bill Fordy, Chief Superintendent
Officer in Charge, Surrey RCMP

FILE:

SUBJECT: 2015-2017 Strategic Framework

RECOMMENDATION

The Surrey RCMP recommends that Council:

1. Receive this report as information; and
2. Approve the policing priorities and objectives as outlined in the detachment's 2015-2017 Strategic Framework (see Appendix I).

INTENT

The purpose of this report is to provide an overview of the process undertaken recently by the Surrey RCMP to review and refresh the Detachment's 2013-2017 Strategic Framework and to present the new priorities and objectives that will guide police service delivery and operations over the course of 2015-2017.

BACKGROUND

In the fall of 2011, Surrey Detachment hosted a series of community consultation sessions to seek public input on the development of a new long-term Strategic Plan. Consultants were brought in to help facilitate a dialogue around key priorities for public safety and police service delivery. Over 300 key clients, partners and stakeholders participated in the 15 community sessions. In the summer of 2012, the consultants were brought back and helped facilitate a series of internal consultation sessions to solicit employee feedback regarding strengths, weaknesses, opportunities and threats. A total of 84 members from across the detachment participated in these sessions.

In the fall of 2012, senior management representatives from across the Detachment participated in a series of strategic planning workshops. These workshops utilized the results from the internal and external consultations as a basis for discussion, along with other key environmental scan information compiled from various sources to better understand the landscape in which the Surrey RCMP operates and factors that influence or impact police service delivery. Through a facilitated process, the group took part in a number of exercises to assess strategic issues and opportunities, identify and analyze options and organizational capacity, and determine key priorities for action. In January 2013, the senior management team spent an additional two days to fine tune the strategic objectives and performance measures that would comprise the 2013-2017 Strategic Framework. The 2013-2017 Strategic Framework was shared with Mayor and Council in March 2013.

There have been a number of significant events and developments (both internal and external) since the time the 2013-2017 Strategic Framework was initially adopted and implemented. The Detachment conducted an employee survey in the fall of 2013, as well as a community survey in the spring of 2014. A number of internal change management workshops were also held in the spring of 2014 to identify opportunities for improvement as they related to the Detachment's service delivery and/or organizational culture.

During 2014, two research projects were also completed that provided a comprehensive, independent analysis of Detachment resourcing, deployment and business practices. The reports and recommendations from these projects ultimately contributed to Council approving a significant increase to Detachment establishment. In November 2014, municipal elections were held across BC and in December a new Mayor and Council were sworn in at Surrey City Hall.

DISCUSSION

Given the developments of 2014, the Officer in Charge (OIC) felt it would be prudent to revisit the 2013-2017 Strategic Framework to ensure the plan reflected changes in the policing landscape, remained aligned with corporate plans and priorities of both the City and the RCMP, and continued to meet the needs of (internal and external) stakeholders.

In December 2014, Deputy Commissioner Craig Callens, Commanding Officer of "E" Division hosted a three day planning conference. The conference brought together the RCMP senior management team from across the Division to review provincial policing priorities and develop a long term Performance Plan for the Division. The OIC of Surrey Detachment participated in this conference, representing the interests of the Surrey RCMP and the City of Surrey. The OIC also participated in a series of subsequent Lower Mainland District (LMD) planning meetings designed to align with and support the RCMP's provincial planning framework.

In January 2015, the OIC participated in a two-day strategic planning session with the elected City officials and the City's Senior Management Team (comprised of the City Manager and General Managers from all departments). In these sessions, the issue of Community Safety was identified as one of the City's strategic priorities.

At the end of January 2015, the OIC hosted a two-day Detachment planning conference with a broad cross-section of department representatives (including senior managers and emerging leaders). Over the two days the group reviewed and discussed a number of factors impacting community safety, crime and calls for police service, and the Detachment's ability to respond effectively. With this in mind, participants then worked through a number of group activities to identify and redefine strategic priorities, objectives and performance measures. Following the conference, additional workshop sessions were held to further refine the performance measures and targets that comprise the 2015-2017 Strategic Framework (see Appendix I).

The 2015-2017 Strategic Framework will provide the basis for annual business planning and the development of specific initiative work plans. The Police Committee will be provided with regular updates on the detachment's progress in relation to the objectives and performance measures identified in the Strategic Framework.

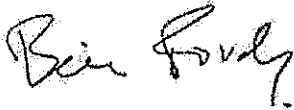
SUSTAINABILITY CONSIDERATIONS

The Surrey RCMP 2015-2017 Strategic Framework supports the overall objectives of the City's Sustainability Charter, and specifically, creating a safe and secure environment for the City's residents, businesses and visitors. The priorities and objectives outlined in the Framework are well aligned with the following Charter action items:

- SC5: Plan for the Social Well Being of Surrey Residents;
- SC11: Public Safety and Security; and
- SC17: Crime Reduction Strategy.

CONCLUSION

Based on the above discussion it is recommended that the Police Committee endorse the policing priorities and objectives outlined in the Strategic Framework attached to this report as Appendix I. These priorities and objectives will guide operations and police service delivery over the course of 2015-2017.



Chief Superintendent Bill Fordy
Officer in Charge (OIC)
Surrey RCMP

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Attachment:
Appendix I - Surrey RCMP 2015-2017 Strategic Framework

Priority	Objectives	Measures & Targets
<p>Public Safety</p> <p><i>To enhance safety in the community through intelligence-led policing</i></p>	To effectively respond to calls for service	Measure: Average response time to Emergency Calls Target: <8.5 minutes (2015), <8 minutes (2016), <7 minutes (2017)
	To reduce crime	Measure: Violent Crime rate Target: 2% reduction per year
		Measure: Property Crime rate Target: 2% reduction per year
		Measure: Auto Crime rate (Theft of Auto/Theft from Auto) Target: 5% reduction per year
		Measure: Business B&E Crime rate Target: 2% reduction per year
		Measure: Residential B&E Crime rate Target: 2% reduction per year
	To reduce the incidence and impact of Domestic Violence	Measure: Domestic Violence rate (number of intimate partner incidents per 1000 population) Target: 2% reduction per year
	To enhance road safety	Measure: Traffic Fatality rate (traffic collisions causing death per 1000 population) Target: 5% reduction per year
Measure: Traffic Injury rate (traffic collisions causing serious injury per 1000 population) Target: 5% reduction per year		

2015-2017 - Surrey RCMP Strategic Framework

Priority	Objectives	Measures & Targets
Community Engagement & Mobilization <i>To enhance community understanding and involvement in identifying and addressing public safety issues</i>	To enhance communication of key messages regarding policing and public safety issues	Measure: Increase internet traffic to Detachment website (# of Page Views) Target: 5% increase per year
		Measure: Engagement on Surrey RCMP Twitter account (# of Twitter Engagements) Target: 5% increase per year
		Measure: Engagement on the Surrey RCMP Facebook page (# of Engaged Users) Target: 5% increase per year
		Measure: # of public announcements, advisories and/or other public releases Target: 260 per year
	To enhance outreach and foster dialogue with the community, inclusive of First Nation people and other diverse populations	Measure: # of presentations targeted to new immigrants, refugees, English Language Learners Target: 15 per year
		Measure: # of Detachment led community consultative meetings Target: 60 per year
		Measure: # of speaking engagements/presentations at community led events Target: 12 per year
		Measure: # of Detachment led community dialogue forums (e.g., Neighbourhood Safety events) Target: 15 per year
	To promote positive interactions with the public and increase community involvement in police programs and partnerships	Measure: # of active Block Watch groups Target: 5% increase per year
		Measure: # of crime prevention and traffic safety workshops Target: 75 per year

2015-2017 - Surrey RCMP Strategic Framework

Priority	Objectives	Measures & Targets
Organizational Development <i>To focus on continuous improvement in all aspects of police operations and service delivery</i>		Measure: # of training hours per member Target: Average of 30 hours per year
		Measure: # members receiving supervision or leadership training Target: 100 per year
		Measure: Personal Development Plan (PDP) compliance rate among eligible employees Target: 100% Compliance
		Measure: # of rotational (development opportunity) positions Target: 15 in 2015, 20 in 2016, 25 in 2017
	To provide a healthy, respectful workplace	Measure: Respectful Workplace Training Compliance rate Target: 100% compliance
	To promote the well being of employees	Measure: # of employees trained on best practices in managing employee health & wellness Target: 50 per year
	To enhance communication of information and updates regarding police operations and business activity across the Detachment	Measure: # of Detachment Townhall meetings held Target: 2 per year
	To leverage innovative technologies and best practices to enhance effectiveness	Measure: # of (valid) reports received via online reporting Target: 5% increase per year
To ensure efficient and effective deployment of human resources	Measure: # of Calls for Service handled by Telephone Reporting Team (TRT) Target: 5% increase per year	