



City of Richmond

Report to Committee

To: Community Safety Committee
From: Superintendent Rendall Nessel
 Officer In Charge
 Richmond RCMP Detachment

Date: January 24, 2012
File: 09-5000-01/2011-Vol
 01
 (12.01)

Re: 2012/2013 RCMP Annual Performance Plan – Community Priorities

Staff Recommendation

That the two Community Objectives be selected, as identified in the report dated January 24, 2012 from the Officer In Charge, Richmond RCMP Detachment, for inclusion in the 2012/2013 Annual Performance Plan.

Rendall Nessel
 Officer in Charge,
 Richmond RCMP Detachment
 (604-278-1212)

FOR ORIGINATING DEPARTMENT USE ONLY		
CONCURRENCE OF GENERAL MANAGER 		
REVIEWED BY TAG	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>
REVIEWED BY CAO	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>

Staff Report

Origin

At the Community Safety Committee meeting on July 14, 2009, Committee was consulted regarding the inclusion of City priorities in the Richmond RCMP Detachment Annual Performance Plan. The Officer in Charge of the Richmond Detachment committed to aligning the strategic goals of the City with the strategic goals of the RCMP.

Background

The Annual Performance Plan (APP) delivers planning and performance management to the Richmond Detachment and ensures policing initiatives are aligned with the City and RCMP strategic priorities. The APP allows the Detachment Commander to systematically plan, evaluate and manage police resources of detachment operations. One of the main goals is for Commanders to be able to consult with, and provide tangible feedback to communities, Commanding Officers of “E” Division RCMP and the Richmond Detachment Leadership Team.

Every RCMP detachment across Canada within Contract Divisions completes an APP annually. This allows sharing of ideas and successes with other RCMP Detachments, to communicate gaps or impediments and to seek solutions to common problems in law enforcement. The APP is an ongoing planning/monitoring process throughout the year, very much like the Balanced Scorecard¹ reporting that is widely used in strategic planning in both public and private sector. The APP involves the following activities:

Planning

The Richmond Detachment Leadership Team consults with Council and City staff to identify opportunities for the local community. An environmental scan is conducted and is focused on the strategic priorities set forth in the long-term detachment strategy plan. A well thought-out plan has policing objectives aligned to the overarching National and Divisional RCMP priorities. Once the objectives have been identified and selected, the Detachment Commander develops policing initiatives that are implemented for the fiscal year. Measurements, targets and integrated risk assessment for the policing initiatives are also developed as part monitoring of the performance and risk management.

Plan Review

The operations of a police agency often experiences sudden and immediate changes. The APP is a living management plan and is monitored/reviewed continuously – it does not get tombstoned until the end of the fiscal year. In this respect, the detachment operations are able to proactively respond and track any changing policing needs in a timely manner. Like the Balanced

¹ Developed by Harvard University professors Dr. Bob Kaplan and Dr. David Norton, the Balanced Scorecard is a tool designed to take an organization's vision and help to articulate it in the form of a strategy to achieve that vision.

Scorecard, the APP provides a snapshot view of the performance of the detachment at any given time. It is important that the APP be monitored to ensuring police resources are deployed efficiently.

Quarterly Performance Review

Every 90 days, the APP would be reported to members of the Detachment Leadership Team. The report highlights the progression of the objectives and policing initiatives, as well as communicates whether planned activities were on-track. For activities that are not on-track, an assessment will be conducted to determine whether alternative responses are required.

Analysis

APP Features

The APP is designed to facilitate best management practices for detachment administration. APP provides the foundation to the following strategic planning activities:

- Community, Contract and Aboriginal Policing Services (CCAPS) Community Plans
- Risk Management
- Unit Level Quality Assurance (ULQA)
- Performance Management
- Public Security
- Unit Performance Improvement Program

The five national strategic priorities of the RCMP include:

- Serious and Organized Crime
- National Security
- Youth
- Economic Integrity
- Aboriginal Communities

City of Richmond Community Objectives

Community engagement is a key and essential planning component of the APP, which usually takes place between January and March of each year. This is completed in preparation for the implementation of the upcoming plan, commencing April 1st. The Community Objectives provided in the APP is to assist Detachment Commanders in addressing community priorities identified through the strategic planning process. This is an opportunity to demonstrate accountability to the communities we serve.

From the strategic planning process, the Richmond Detachment Strategic Plan of 2011-2013 identified five local priorities:

- Youth
- Community Engagement
- Property Crime

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- Youth
- Community Engagement
- Property Crime

- Traffic Safety
- Organized Crime

The Detachment's long-term strategic goal is to achieve "Safe Homes and Safe Communities", and the *previous year's* (fiscal year 2011/12 – April 1, 2011 to March 31, 2012) APP community objectives that had been selected by the Council were:

- Youth Violence
- Fraud - Identity and Credit Card

Consultation with the public through the strategic planning external survey and internal assessment of crime reports have identified a number of personal and community concerns for the upcoming fiscal year. The following Community Objectives were identified for the 2012/13 Annual Performance Plan:

1. Pedestrian Safety – with a focus on reducing fatalities and severe bodily injuries
2. Establish and Develop a Community Policing Presence in the Downtown Core – crime prevention through a new Community Police Station
3. Residential Break and Enters – abate property-related crimes (i.e. metal thefts, abandon houses, etc.)

Recommendation

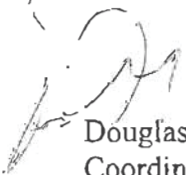
To prepare for next year's Annual Performance Plan, the Richmond RCMP Detachment recommends that (1) Pedestrian Safety and (2) Establish and Develop a Community Policing Presence in the Downtown Core be selected as the Community Objectives for inclusion in the 2012/2013 Annual Performance Plan.

Financial Impact

There is no financial impact associated with this report.

Conclusion

The Richmond RCMP Detachment has identified three Community Objectives and seeks Council's endorsement on selecting the two recommended objectives for inclusion in the 2012/2013 Annual Performance Plan.



Douglas Liu
Coordinator, Risk Management Unit
(604-207-4871)