



WEST NIPISSING OUEST
POLICE

POLICE SERVICES BOARD

BUSINESS PLANNING
INTERNAL SCAN

2008-09-17

Prepared by R.C.J. Seguin

BUSINESS PLANNING REQUIREMENTS

The *Police Services Act* and Regulations requires the Police Services Board to prepare, at least once every three years, a business plan that addresses the core business functions of the police service, including how it will provide adequate and effective police services. The Board, in partnership with the Chief of Police, must prepare a detailed strategy for the development of the Business Plan, consistent with requirements of the regulations. This plan must provide quantitative and qualitative performance objectives and indicators relating to:

- Organizational Issues;
- The police service's provision of community-based crime prevention initiatives, community patrol, and criminal investigation services;
- Community satisfaction with police services;
- Emergency calls for service;
- Violent crime and clearance rates for violent crime;
- Property crime and clearance rates for property crime;
- Youth crime and clearance rates for youth crime;
- Police assistance to victims of crime and re-victimization rates;
- Road safety;
- Information technology;
- Police facilities; and
- Resource planning.

The following is a summary of findings from consultation meetings held with the Police Services Board on September 17th, 2008. These findings, along with other data will form the foundation of the new Business Plan.

INTERNAL SCAN - POLICE SERVICES BOARD

The West Nipissing Police Services Board met on September 17th 2008. Through an exercise involving six basic questions, the Board members identified the Service's success, failures, strengths, weaknesses, opportunities and threats. They are summarized in Table 1 (see attached). In reviewing the comments, most can be considered governance or strategic issues.

Themes in the areas of leadership, direction, supervision, management style, chain of command and succession planning appear as both challenges and opportunities. These are combined with issues surrounding implementation of a Business Plan, governance and management models, and the relationship between the Board, police management and staff, and the community.

A second theme that arises is that of community expectations, accountability and satisfaction. A number of positive aspects were identified in these areas as well. There is a feeling that the community is supportive and satisfied with the police service and its service delivery. However, the Board identifies opportunities to improve in relation to transparency, accountability and customer service. In addition, the Service is seen as resourceful in finding ways to provide services to the communities of West Nipissing.

With the bulk of the policing budget tied to personnel costs, the value placed on the Service's greatest asset, its staff is critical. The Board identifies volunteers as critical as well. Well trained, young officers including bilingual and female members are complimented with long-term staff members. Staffing levels are identified as low. The Board also identified additional areas as being weaknesses and requiring attention including human resource management issues like morale, internal communication issues, lack of professionalism, high demands for services, rural expectations with a large geographic area to be serviced, visibility in areas outside Sturgeon Falls, and divisiveness with the Service.

The Board expresses pride in its ability to deliver services like the Rescue Unit, Containment Team and maintaining adequate levels of services with state of the art equipment. Some Board members also provide that there might be too much equipment as some is viewed as seldom used. In addition to low crime rates and community involvement, other successes include the low per capita costs to the taxpayers of the municipality. There is an acknowledgment of support from the residents of West Nipissing and the policing community. There are challenges in the area of facilities and the ability of the Service to grow. This may be related to service delivery in rural areas and the possibility of accessing off-site office space outside Sturgeon Falls proper.

Using the information garnered from the Board Members, the following preliminary strategic issues are identified:

1. Governance and Management Model;
2. Service Delivery Model;
3. Human Resource Management; and
4. Communication.

The first strategic issue, Governance and Management, will address the Board's roles and responsibilities, business practices and relationship with Municipal Council, residents of West Nipissing, senior management of the Police Service and the Police Association. This includes the preparation and implementation of a Business Plan and annual reports related to the Plan.

The preparation of a Service Delivery Model detailing how community expectations and statutory regulations can be met is a second potential strategic issue. This includes a review of current service delivery practices, policies and procedures, partnerships with the community and neighboring police agencies and the policing mandate as outlined in the *Police Services Act* and Regulations thereto.

Human Resource Management includes but is not restricted to staffing levels, resource allocation and deployment, supervision, training, morale and succession planning. The development of a "hire" to "retire" plan for employee development impacts on a number of concerns expressed during the exercise.

Finally, Communication includes both internal and external elements. These communications elements relate to the other three strategic issues listed above. A strong communications strategy within the organization will impact on organizational direction, morale, expectations and accountability, and service delivery. External communication will address community expectations, accountability to the community, and organizational transparency.

As stated above, this is but a preliminary list. Consideration must be given to the community input received, other external scan data sources and internal scan information gathered from the service's membership.

TABLE 1 RESULTS – POLICE SERVICES BOARD INTERNAL SCAN

Success	Failures	Strengths	Weakness	Opportunities	Threats
Rescue unit	Facilities – Ability to grow	Well trained young police service	Public perception that Police do not work hard	Increase staffing levels	Financial Resources and Budget
Containment Team	Too much Equipment – Some rarely used	Dedicated Staff and Volunteers	Public Image	Access to off-site office space outside Sturgeon Falls	Resistance to Change within Staff
Maintaining an Adequate Level of Service	Visibility outside Sturgeon Falls	New Leadership, Views, Perspective	Lack of Appreciation for Public Expectations	To be more transparent	Ongoing internal investigation
Low Crime Rate	Leadership	Location	Large Geographic Area	Facility upgraded	Stakeholder/Community Support
Female Officers	Not adhering to Business Plan	Dedicated Board Members	Front Line Supervision	Sharing with OPP	Geographical Expanse
Community Involvement	Divisiveness within the Service	Equipment is state of the art	Management Style	Succession Planning	Rural Expectations
Visibility in Sturgeon Falls	Public Relations	Bilingual Staff	Promotion from within – succession planning	Continuity of leadership	Organizational Viability
Community Satisfaction	Accountability for <u>All</u> Aspects of Job Performance	Long-term employees	Internal Communication	Regular Customer Service Training	
Courteous Staff	Perception that police are soft on drugs	Resourcefulness	Small Community – everyone knows everyone	Develop Accountability	

Equipment	Internal Communication		Trust between Board, Management, Staff	Deliver Effective Policing	
Volunteers	Chain of Command		Lack of Professionalism	Educate Police Services Board	
Verbal Communication Skills	Lack of Direction/Supervision			Develop a Management Plan to include Implementation/ Tracking/ Reporting Celebrate Successes	
Young Officers	Staffing Shortages				
Bilingual Staff	Poor Morale			Improve Communication	
Low per capita Cost	Autonomy – Facility in proximity to Municipal Government				
Support from the Policing Community	Board Oversight and Responsibilities not adhered to				