

Codiac Regional Policing Authority

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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 Guidelines suggest the following policy on strategic planning:

“The Board is responsible for working with the Chief of Police to develop a strategic plan for the Board and the police force. The strategy provides the direction and scope of the Board and the Police Force.

During the strategic planning process, the Board’s roles are to:

- Provide direction and counsel to the Police Chief in the strategic planning process;
- Approve the strategic direction/priorities and the strategic plan for the Police

Force/Board; and

- Monitor the Chief's success and the Force's success in implementing the approved priorities and direction of the strategic plan, in the public interest.

Once approved, the strategic plan provides a basis for evaluating the performance of the Chief, the Force and the Board."

The Guidelines also provide that:

- "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."
- "Part of the strategic planning process should include a long-range succession plan that sets out a framework for preparing for changes in the work force."
- "Where the results of the [annual Board] assessment reveal a need for change or amelioration, a resolution approach should be reflected in the Board's strategic plan for the forthcoming year."
- "All Board policies should be reviewed and updated (if required) annually as part of its strategic planning process, or as circumstances require."

Regional Police Services Agreement (RPSA)

Article 6.1 of the RPSA provides that the CRPA will set objectives, priorities and goals for the Regional Police Service which are not inconsistent with those of the Provincial Minister and document those objectives, priorities and goals no more frequently than annually, and in concert with the annual RCMP planning cycle.

Policy

The purpose of this Policy is to describe the Codiac Regional Policing Authority (CRP Authority)'s approach to strategic planning.

Roles and Responsibilities

The **CRP Authority** is responsible for developing and approving a strategic planning policy. It also approves the strategic plan and monitors the progress in relation to that plan.

The **CRP Authority** is responsible to work with the Officer in Charge (OIC) to develop a strategic plan for the CRP Authority and the Codiac Regional Police Service (CRPS). During the strategic planning process, the CRP Authority's role is to:

- Provide direction and counsel to the OIC in the strategic planning process
- ***Ensure that the municipal funding partners have input into the strategic planning process***
- Approve the strategic direction/priorities and the strategic plan for the CRP Authority and the CRPS – this direction should focus on quantitatively or qualitatively measurable outcomes, rather than means (as the latter fall

- within the OIC's purview)
- Monitor the success of the OIC and the CPRS in implementing the approved priorities and direction of the strategic plan, in the public interest.

The **CRP Authority Chair** is responsible for initiating the strategic planning process according to the critical path outlined in this Policy.

The **CRPS**, as represented by the **OIC**, is largely responsible for implementing and evaluating progress against the strategic plan. Finally, the CRPS is responsible for reporting to the CRP Authority on the Service's progress in implementing the Plan.

Strategic Plan Structure

The strategic plan for CRP Authority has two parts:

1. CRPS – multi-year goals, priorities and targets for the Regional Police Service
2. CRP Authority – multi-year goals, priorities and desired outcomes for the CRP Authority itself – these may include specific projects, planned attendance at conferences or other training, succession-planning activities, community consultations and strategic planning activities.

Strategic Planning Cycle

The CRP Authority's strategic plan will be renewed every three (3) years. Extensions are permitted where the CRP Authority considers all aspects of the current plan remain relevant and appropriate.

Strategic Planning Process and Critical Path

The process to renew the Authority's strategic plan will include but not be limited to:

1. Initiation of planning process – January
2. Research/consultation phase (***including consultations with the municipal funding partners***) – January/June
3. Analysis of research/stakeholder feedback and analysis of risks, future workforce projections, CRP Authority self-assessments - Summer
4. Development of draft strategic plan (CRP Authority workshop) – September/October
5. Finalization of the plan and approval by the CRP Authority – November/December
6. Annual critical assessment of progress against plan, changes in the environment or risk landscape, need for mid-course correction – November/December

The CRP Authority may add elements to this basic process at its discretion.

The objectives, priorities and goals are based upon input gathered from the councils of the municipal funding partners, the public, the Province and other stakeholders.

The CRP Authority should play an active role in acquiring this information through an annual scheduled process of public and stakeholder consultation.

The development of the strategic plan also requires consultation with the CRPS.

Implementation Monitoring

Once approved, the strategic plan provides a basis for evaluating the performance of the OIC, the Regional Police Service and the CRP Authority.

Following the approval of the strategic plan by the CRP Authority, the CRPS will develop an implementation plan identifying the pace and sequencing of major activities to achieve the desired strategic outcomes. This implementation plan will be shared with the CRP Authority for information.

The CRPS will also prepare a scorecard of key performance metrics that will provide the CRP Authority with an objective view of progress against strategic plan.

Finally, the CRPS, through the OIC, will report on progress against key milestones and key metrics at least semi-annually in the Fall and Spring.