



CORPORATE PLAN

2014-2017

ROYAL NEWFOUNDLAND CONSTABULARY
Safer Communities through Policing Excellence



“There is nothing that recommends a Police Officer to the favourable notice of the public so much as kindness to the poor, to the helpless and to children.”

**Inspector-General John R. McCowen
Newfoundland Constabulary | 1871 – 1908**

TABLE OF CONTENTS

Chief's Message	2
Overview	3
Organizational Structure	4
Budget	5
Mandate	6
Values	6
Vision	7
Mission	7
Goals and Objectives	8
Goal 1: Improve Highway Safety	9
Goal 2: Enhance Response to Domestic Violence	10
Goal 3: Enhance Relationship with Community and Stakeholder Groups	11
Goal 4: Enhance Response to Persons with Mental Health Issues	12
Goal 5: Continue to Implement Intelligence-Led Policing	13
Goal 6: Promote Gender Equity and Diversity	14
Goal 7: Improve Business Processes	15
Conclusions	16

CHIEF'S MESSAGE



On behalf of the women and men of the Royal Newfoundland Constabulary (RNC), I am pleased to present the 2014-2017 Corporate Plan. This plan is aligned with the priorities and direction set by the Minister of Justice and Public Safety and identifies the goals and objectives to be achieved by the RNC over the next three years.

Over the planning period, the RNC will be challenged to enhance protection services to meet the needs of different stakeholders within our communities, undertake more strategic highway safety programming, and keep pace with technological and policing innovations to deliver on our commitment to safer communities through policing excellence.

To meet these challenges, the Royal Newfoundland Constabulary has identified seven goals and 25 objectives to be achieved over the next three years. I have every confidence that the women and men of the RNC will rise to meet the challenges and succeed in meeting the objectives identified and most importantly, the needs of the people we serve.

Sincerely,

A handwritten signature in blue ink, which appears to read 'W. Janes'.

William Janes
Chief of Police

OVERVIEW

As of May 15, 2014 the Royal Newfoundland Constabulary had a total of 586 civilian and police officer employees. The distribution of staff throughout the police service jurisdictions is identified in the table below.

RNC Jurisdiction	Police		Civilian		Total
	Men	Women	Men	Women	
Northeast Avalon	258	68	26	80	432
Corner Brook	35	12	0	9	56
Labrador West	12	11	1	4	28
Total	305	91	27	93	516

Source: Royal Newfoundland Constabulary, Police Administration Survey 2014. Actual personnel as of May 15, 2014.

While the RNC has the authority to act anywhere in the province, its service delivery includes 11 municipalities within the Northeast Avalon, the City of Corner Brook as well as two municipalities and a service district in Western Labrador. The table below identifies the municipalities within the RNC policing jurisdiction.

RNC Police Service Regions		
Northeast Avalon	Corner Brook	Labrador West
City of St. John's City of Mount Pearl Town of Paradise Town of Conception Bay South Town of Portugal Cove-St. Phillips Town of Petty Harbour-Maddox Cove Town of Pouch Cove Town of Torbay Town of Bauline Town of Flatrock Town of LogyBay-Middle Cove-Outer Cove	City of Corner Brook	Town of Labrador City Town of Wabush Churchill Falls Service District

The RNC headquarters is located in St. John's at Fort Townshend. Patrol and Criminal Operations Divisions are located at Fort Townshend as well as corporate services functions such as finance, policy, strategic planning, human resources and information services.

Regional operations are managed by a Superintendent located in Corner Brook. Reporting to the Superintendent is an Inspector responsible for Corner Brook and another Inspector located in Labrador City responsible for Labrador West operations.

OVERVIEW

ORGANIZATIONAL STRUCTURE

The Royal Newfoundland Constabulary is commanded by Chief William Janes. The Office of the Chief includes professional standards, legal services, protocol and media relations. The organization has three branches. Patrol Operations is headed by Deputy Chief James Carroll who is responsible for the Patrol Services Division and Operational Support Services Division on the Northeast Avalon as well as Regional Services Division which delivers policing services to Corner Brook and Labrador West. Criminal Operations is headed by Deputy Chief Alban Singleton who is responsible for the investigation of crimes against persons, property crimes, criminal intelligence, joint forces operations and information services. The Support Services Branch is headed by Ms. Theresa Heffernan who is responsible for employee relations, audit and compliance, finance, facilities and assets, policy, strategic planning, and training.



William Janes
Chief of Police



Alban Singleton
Deputy Chief
Criminal Operations



James Carroll
Deputy Chief
Patrol Operations



Theresa Heffernan
Executive Director
Support Services

OVERVIEW

BUDGET

Account	2013-2014* Actuals \$	2014-2015** Estimates \$
CURRENT		
Salaries	49,562,699	44,809,100
Employee Benefits	22,057	119,800
Transportation and Communication	1,664,101	1,749,600
Supplies	1,627,081	1,338,900
Professional Services	24,206	83,600
Purchased Services	2,644,646	1,871,000
Property, Furnishings and Equipment	317,461	215,300
Grants and Subsidies	2,000	2,000
SUB-TOTAL	55,864,251	50,189,300
Revenue – Federal	(61,701)	(201,600)
Revenue – Provincial	(967,857)	(638,700)
SUB-TOTAL	(1,029,558)	(840,300)
CAPITAL		
Professional Services	236,635	0
Purchased Services	6,649,515	9,712,000
SUB-TOTAL	6,886,150	9,712,000
TOTAL	61,720,843	59,061,000

* Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund 2013-2014

** Estimates of the Program Expenditure and Revenue of the Consolidated Revenue Fund 2014-2015



OVERVIEW

MANDATE

The Royal Newfoundland Constabulary operates under the authority of the *Royal Newfoundland Constabulary Act 1992* as well as the *Royal Newfoundland Constabulary Regulations* and the *Royal Newfoundland Constabulary Public Complaints Regulations*.

Under the Act, the RNC has the responsibility to:

- Provide police services in areas of the province and upon terms and conditions determined by the minister with the approval of the Lieutenant-Governor in Council, including navigable bodies and courses of water, except those areas in the province that are within the jurisdiction of the Crown in right of Canada; and
- Maintain traffic and other patrols in the province.

The powers and duties of RNC officers are identified in the Act and Regulations and include the powers and duties assigned to constables in common law. RNC officers have the lawful authority to act throughout the province.

VALUES

The RNC believes in the following:

- Protecting and helping people;
- Treating people with respect;
- Delivering police services compassionately, ethically and free of bias;
- Using police authority judiciously;
- Seeking the truth;
- Working with the community to identify and resolve crime and disorder problems; and
- Being approachable, accessible and of service to every individual.

Within the organization, the RNC believes in:

- Embracing change;
- Approaching duty diligently and enthusiastically;
- Continuing the professional development of each individual through education and training;
- Being a team player – acting in harmony, being respectful and supportive of individuals; and
- Upholding the proud traditions of policing and the RNC.

OVERVIEW

VISION

An organizational vision statement articulates the desired outcome that would be achieved through the work of the organization. The vision of the Royal Newfoundland Constabulary is:

Safer Communities through Policing Excellence

MISSION

An organizational mission statement focuses on the primary objective of the organizational strategy to reach its vision. This planning cycle, the mission of the RNC is to enhance protection services through working with key stakeholders as well as using intelligence-led policing.



GOALS AND OBJECTIVES

The goals identified by the Royal Newfoundland Constabulary have been determined through consultation with stakeholders along with a complex analysis of crime and its correlates, demands for service, industry best practice, employee surveys and organizational resources. Through the planning process we have examined all of these factors in relation to their expected impact on community safety over the planning period and have allocated resources to best meet the demands for service and government priorities.

In our pursuit of community safety through policing excellence, we realize the importance of accountability and maximizing the effectiveness of the public resources we have been allocated. As a branch of the Department of Justice and Public Safety, the RNC has identified seven goals and 25 objectives aligned with the strategic directions identified in the department’s Strategic Plan for 2014-2017.

Strategic Direction	RNC Goal
Public protection, order and safety	Improve highway safety Enhance response to domestic violence Enhance relationship with community and stakeholder groups Enhance response to persons with mental health issues Continue to implement intelligence-led policing
Public trust and confidence	Promote gender equity and diversity
Access to justice	Improve business processes



GOALS AND OBJECTIVES

GOAL 1: IMPROVE HIGHWAY SAFETY

A review of the RNC police reported incidents by classification in 2013 indicated that over 60% of incidents in RNC jurisdictions related to provincial traffic violations, motor vehicle accidents and Criminal Code of Canada traffic and impaired violations. In 2013 there were 6,284 motor vehicle collisions in RNC jurisdictions overall. This represented an increase of 5% from 2012. The total number of motor vehicle accidents resulting in personal injury in RNC jurisdictions decreased overall by 2.43% from 1,278 in 2012 to 1,247 in 2013. The number of motor vehicle accidents resulting in fatality remained the same from 2012 to 2013 at seven. All seven fatalities were reported on the Northeast Avalon. No motor vehicle collisions resulting in fatality were reported in either Corner Brook or Labrador West in 2012 or 2013.

Consistent with Canada's Road Safety Strategy 2015, throughout the planning period the RNC plans to improve highway safety with the ultimate goal to reduce fatalities and serious injuries caused by collisions.

Canada's road safety research identifies impaired driving, speed and aggressive driving; and occupant protection as key contributors to motor vehicle collisions that can be influenced by police activities. Impaired driving includes all forms of impairment such as impairment resulting from the ingestion of a substance such as alcohol and drugs (prescription, over the counter or illicit) as well as actions that can result in driver impairment due to natural causes such as fatigue; and distracted behaviors such as cell phone usage. Speed and aggressive driving includes driving at speeds beyond posted legal limits on all road types in urban and rural settings and driver behaviors that put other road users at risk of injury such as tailgating and failing to yield the right of way. Occupant protection includes issues pertaining to the proper restraint use among road users, and vehicle technology enhancements.

Research has proven that high visibility, selective traffic enforcement programs are effective in reducing high risk driver behaviour. Such programs combine dedicated law enforcement during a specified period with media messaging to focus on a specific highway safety issue.

The RNC plans to undertake traffic enforcement programs aligned to address the key contributing factors of motor vehicle collisions and increase public traffic safety messaging through extensive communication, education, and outreach to encourage motorists to drive safely.

Objective 1.1	Implement traffic enforcement programs
Objective 1.2	Increase traffic safety messaging to public

GOALS AND OBJECTIVES

GOAL 2: ENHANCE RESPONSE TO DOMESTIC VIOLENCE

According to the 2011 report on Family Violence in Canada, police reported nearly 95,000 victims of family violence, representing a rate of 279 victims for every 100,000 individuals in the population. Most victims of family violence were in a spousal relationship with the accused, with about half of victims (49%) being currently or previously married to the accused. Another 18% of family violence victims were victimized by their parent, 13% by an extended family member, 11% by a sibling and 9% by a child, most often a grown child. Victims of family violence were predominantly female (69%). This disproportionate representation was most pronounced for spousal violence, as 80% of victims were female.

The report also identified approximately 97,500 victims of intimate partner violence, representing a rate of 341 victims per 100,000 population. The vast majority of these victims (80%) were women. Overall, violence against dating partners was more prevalent than spousal violence, with a rate that was at least 1.6 times greater than spousal violence. Young adults were most often the victim of intimate partner violence. Women and men in their late 20s and early 30s had the highest rates of intimate partner violent victimization, followed closely by those aged 15 to 24 years. Rates generally declined with increasing age and were highest for women in every age group.

The prevention of family violence and intimate partner violence continues to be a priority for the Government of Newfoundland and Labrador as well as for the RNC. In the last fiscal year, the RNC created a full-time permanent Domestic Violence Coordinator position as well as an assistant to the Domestic Violence Coordinator position. The RNC also formed a Domestic Violence Working Group to address issues that arise from domestic incidents. The RNC plans to finalize revisions to its policy on police response to domestic disputes, develop on-line information for victims of domestic violence and work with community partners to improve support for victims.

Objective 2.1	Revise policy on response to domestic violence
Objective 2.2	Implement a risk assessment tool
Objective 2.3	Deliver education to youth on dating violence
Objective 2.4	Develop on-line information for RNC website for victims of domestic violence
Objective 2.5	Work with community partners to improve support for victims

GOALS AND OBJECTIVES

GOAL 3: ENHANCE RELATIONSHIP WITH COMMUNITY AND STAKEHOLDER GROUPS

Community policing involves police and community working together to identify and effectively address community safety issues. By actively involving the community in policing matters, police agencies have a better chance of developing successful crime prevention strategies and problem-solving techniques to proactively address crime, social disorder, and fear of crime.

Municipalities represent the RNC's largest stakeholder in meeting our commitment of safer communities. Collaboration and communication with municipalities is critical to identifying issues and implementing workable solutions.

Through a stakeholder analysis, the RNC has also identified population segments that may be at greater risk than the general population. These groups require more tailored protection services and supports to meet their specific needs and circumstances. The RNC will engage municipalities and other stakeholder groups to identify community safety issues, discuss potential intervention strategies and work collaboratively to implement solutions.

Objective 3.1	Engage municipalities in policing issues
Objective 3.2	Deliver education programs to children
Objective 3.3	Enhance relationship with persons with disabilities
Objective 3.4	Enhance relationship with LGBT community



GOALS AND OBJECTIVES

GOAL 4: ENHANCE RESPONSE TO PERSONS WITH MENTAL HEALTH ISSUES

Under Section 20 of the *Mental Health Care and Treatment Act*, a police officer may immediately apprehend a person and convey him or her to a facility for an involuntary psychiatric assessment where the officer has reason to believe that the person has a mental disorder and has caused or is likely to cause harm to him/herself or others.

The apprehension and detention of persons with mental health issues by police poses several challenges for police, health care providers and most importantly for the person of concern. Police officers are challenged to accurately recognize mental health conditions and respond appropriately. Problems can be addressed through service integration, coordination and communication.

The impact on the person with mental health issues can be significant. The RNC will seek to reduce trauma experienced through the criminal process of police apprehension and detention.

To address these complex issues, the RNC plans to work with regional health authorities to identify concerns as well as solutions. The RNC also plans to provide additional training to police officers on appropriate police response. Finally, the RNC plans to maintain a close liaison with mental health community stakeholders to ensure concerns are identified as they arise and the appropriate police response is deployed.

Objective 4.1	Educate police officers on mental health response protocols
Objective 4.2	Work with stakeholders to improve response



GOALS AND OBJECTIVES

GOAL 5: CONTINUE TO IMPLEMENT INTELLIGENCE-LED POLICING

The RNC is committed to the continued implementation of intelligence-led policing as a business model and managerial philosophy. Intelligence-led policing relies on the analysis of data and crime intelligence to assist in creating objective, informed decision making intended to maximize police efficiency. This approach to policing has been adopted as an example of best practice in many police organizations around the world. Intelligence-led policing is intended to foster safer communities through policing excellence by emphasizing strategies aimed at crime reduction and prevention through initiatives focused on disrupting prolific and serious offenders operating in our communities.

Traditionally, police agencies spend much time responding to the activities of offenders after they commit crimes. While there will always be a reactive aspect of police operations, an intelligence-led policing philosophy focuses more on offenders that are responsible for a disproportionately large volume of crime in the community.

The RNC will continue its efforts to monitor offenders to enforce judicial release conditions, increase crime analyses and operationalize the provincial threat assessment.

Objective 5.1	Enforce judicial release conditions
Objective 5.2	Increase crime analyses
Objective 5.3	Operationalize the provincial threat assessment on organized crime



GOALS AND OBJECTIVES

GOAL 6: PROMOTE GENDER EQUITY AND DIVERSITY

Increasing and valuing diversity is essential for the RNC to deliver on its promise of safer communities through policing excellence. Diversity embraces the values of equal opportunity, respect, and the recognition that an array of differences makes institutions stronger and enhances their ability to meet their goals and objectives.

Policing literature has identified several important operational benefits of diversity to the delivery of police services. Firstly, population representation in the workforce results in greater public trust and confidence, client satisfaction and community relations. These results are achieved in part from the belief that through such representation, police can be expected and trusted to better understand and respond to the needs of diversity groups in a fair and non-discriminatory manner.

Diversity also increases cultural competency. This includes the ability to identify people who are susceptible to being stereotyped; acknowledge the harmful effects of discriminatory thinking and behaviour; and take action to mitigate the effects of these influences. A diverse police service draws from the more varied experiences and expertise of its members. This in turn promotes creative and innovative problem solving. As more factors and perspectives are considered at both the problem identification and solution stages, the number of effective approaches and responses available to a law enforcement agency increases.

As women comprise approximately 50% of the population served by the RNC, the RNC plans to target the majority of its efforts to attract women to the policing profession. In recognition of other equity seeking groups, the RNC will also undertake recruitment activities to reach other target audiences.

Objective 6.1	Open RNC child care facility
Objective 6.2	Offer two recruiting sessions for women annually
Objective 6.3	Offer two Physical Ability Requirement Evaluation preparation sessions for women annually
Objective 6.4	Offer recruitment outreach to diversity groups annually
Objective 6.5	Offer Respectful Workplace related training opportunities annually

GOALS AND OBJECTIVES

GOAL 7: IMPROVE BUSINESS PROCESSES

Policing excellence is very much dependent on the ability of the RNC to keep pace with technological change to improve performance and realize operational efficiencies. Automatic vehicle locator (AVL) technology has been adopted by several police services across the country to enhance officer safety and achieve efficiencies in officer deployment, police response and vehicle maintenance. AVL technology combines global positioning system with additional vehicle tracking software to provide real time vehicle location, fuel and vehicle usage reports. The RNC will install AVL technology in police vehicles to enhance the RNC's ability to identify and efficiently deploy police resources.

Through the National Police Services, the Government of Canada provides a range of services to the policing and criminal justice communities. These include services such as the Canadian Police Information Centre; Criminal Intelligence Service Canada; Forensic Science and Identification Services; Canadian Police Centre for Missing and Exploited Children; and the National Sex Offender Registry. Such programs allow participating police services the opportunity to adopt best practices, access national, centralized crime information and utilize state of the art technology. The RNC will participate in the National Police Services initiatives to modernize criminal records checks; improve fingerprint processing; introduce a new risk-based quality review process for the Canadian Police information Centre and implement the Criminal Justice Information modernization electronic disposition reporting pilot.

By Spring 2015, the redevelopment of the RNC Annex Building on Parade Street in St. John's will be substantially completed. This re-development will see an expanded training centre for use by the RNC Police Studies Program, as well as all RNC members and civilian staff. The Annex will also house a much needed daycare centre as well as community and support services. Finally, this redevelopment will result in the full integration of all building-related systems in the Headquarters and Annex Buildings.

Objective 7.1	Implement automatic vehicle locators
Objective 7.2	Implement electronic recording of suspect, victim and witness statements on RNC network
Objective 7.3	Partner in National Police Service initiatives
Objective 7.4	Complete RNC headquarters development

CONCLUSIONS

As demonstrated throughout this plan, the Royal Newfoundland Constabulary is committed to allocating the public resources with which it has been entrusted to realize its vision of safer communities through policing excellence. The RNC recognizes the importance of evidence-based decision making and developing strong working relationships with its service delivery partners and community stakeholders to meet the goals and objectives identified. Results associated with the indicators identified in this plan will be presented in the RNC's annual report published each Fall.





SAFER COMMUNITIES THROUGH POLICING EXCELLENCE



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