

**AGLG Perspectives Series
Accessible Tools**

Audit Topic 2 – Tool 1 (December, 2015)

**POLICING
SERVICES
PERFORMANCE
ASSESSMENT**



**A Self-Assessment Tool
for Municipalities**



**AUDITOR GENERAL FOR
LOCAL GOVERNMENT**

ACCESSIBILITY • INDEPENDENCE • TRANSPARENCY • PERFORMANCE

*Relating to AGLG Audit Topic 2:
Local Government Performance in Managing Policing
Agreements and Police Budget Oversight*

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**A Self-Assessment Tool for
Municipalities**

*Relating to AGLG Audit Topic 2:
Local Government Performance in Managing Policing
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THE AGLG PERSPECTIVES SERIES

The Office of the Auditor General for Local Government (AGLG) was created to carry out performance audits of local government operations and provide local governments with useful information and advice. Our goal is to help local governments fulfil their responsibilities, be accountable to their communities for how well they take care of public assets, and achieve value for money in their operations.

The AGLG Perspectives series of booklets is designed to help achieve this. These booklets are not intended to set standards for local governments. Rather, they complement our performance audit reports by providing local governments across the province with tools and more detailed information relating to the topics we examine through our audits.

Some AGLG Perspectives booklets are written mainly for elected council and board members, others are directed more toward local government staff and some are aimed at the full range of people who take an interest in local government in British Columbia.

THIS BOOKLET

Policing costs in British Columbia have grown significantly in recent years. This makes it particularly important that local governments ensure that their police services demonstrate fiscal accountability. In addition, citizens have a right to expect accountability and transparency from their police services.

Municipalities must be able to demonstrate that their police services are economical, efficient and effective. Performance measures can help by assisting municipalities to identify the highest priority services, generate stronger outcomes and assist in managing policing costs.

This booklet presents a framework that municipalities can use as a starting point to help assess the quality, adequacy and cost effectiveness of the policing services provided to their communities through the RCMP or an independent police department.

The framework described here is not intended to be authoritative, but rather one tool of several available to municipalities. We hope the framework will continue to evolve over time.

The content of this proposed framework links to the objectives developed by the AGLG for Performance Audit Topic 2, “Local Government Performance in Managing Policing Agreements and Police Budget Oversight.” The content is based on the roles and responsibilities of independent police boards set out in the *BC Police Act* and the *BC Police Board Handbook*, as well as authorities provided to municipalities under the 2012 *Municipal Police Unit Agreement* (known as the RCMP Contract Framework).

Our intention with this AGLG Perspectives booklet is to help municipalities measure the effectiveness of policing, improve their oversight of policing services and enhance their management of police agreements and police budget oversight.

We would like to thank the individuals who provided their valuable input in the development of our booklet including Darrell Garceau, City Manager, City of Williams Lake, Kam Grewal, Manager, Financial Reporting, City of Surrey, Dave Jones, Chief Constable, City of New Westminster Police Department, Shawn Boven, Interim CAO, City of Merritt and Ken Watson, City Manager, City of Port Alberni.

“I appreciate the focus on the framework and believe that this is very much needed and warranted for local government when assessing and working cooperatively with the RCMP. The framework would serve my organization very well.”

Quote from Darrell Garceau, City Manager, City of Williams Lake.

POLICING BACKGROUND

RCMP CONTRACT FRAMEWORK

In 2012, the Province of B.C. reached two agreements with the federal government for the RCMP to provide policing services in the Province: the Provincial Police Service Agreement and the Municipal Police Service Agreement. Under the Municipal Police Service Agreement, municipal police units are assigned to various municipalities. The two agreements each have a 20-year term and feature enhancements to management and financial transparency provisions.

In order to use the RCMP to provide policing services, a municipality enters into a Municipal Police Unit Agreement (MPUA) with the Province to provide RCMP policing services in the municipality.

The 2012 Municipal Police Service Agreement was intended to encourage a more co-operative and collaborative relationship among the contracted parties than what existed prior to 2012. This modernized relationship was reflected in strengthened accountability and enhanced reporting provisions, as well as an expanded role for the former Contract Advisory Committee, which was transformed into a new Provincial-Local Government RCMP Contract Management Committee. This committee focuses on the effective and efficient provision of policing services across the province.

The provincial and federal governments negotiated the new agreement to include tools for municipalities to better manage their policing services, help monitor and contain policing costs, and take a more direct role in policing. The 2012 MPUA anticipates that municipalities will:

- Contribute to the development of policing plans and priorities
- Request staffing updates
- Receive timely responses to all staffing requests
- Request clarity from the RCMP around budgetary considerations
- Receive information on complaints relating to the detachment
- Request a directed, independent review of the detachment when necessary

POLICING BACKGROUND

INDEPENDENT POLICE DEPARTMENTS

Twelve British Columbia municipalities use independent police departments rather than the RCMP to provide local policing services. Each of these police departments is governed by a municipal police board, as mandated by the *BC Police Act, 1996*. This Act provides for civilian oversight of independent police departments.

The role of a municipal police board is to establish a municipal police department and provide it with general direction, in accordance with relevant legislation and in response to community needs.

Municipal police boards are created independently from municipal councils and from the provincial government. This removes boards from potential inappropriate council interference and recognizes that both the municipality and the province have legitimate interests in municipal policing.

Municipal police boards perform four main governance functions:

1. Employ sworn and civilian police staff
2. Set policy and provide overall direction
3. Provide financial oversight
4. Serve as discipline authorities for policy and service complaints

A police board has a crucial role in developing and implementing broad strategies, objectives and long-term plans for the department. The board recommends the budget for Council's approval and monitors sworn and civilian employee strength. It also provides the finances for equipping and maintaining the force. The police board is responsible for providing sound stewardship through effective oversight. The police board is not responsible for police operations, which fall under the sole purview of the police chief.

In providing funding to the police chief to employ staff, the police board must satisfy itself that police resources are being deployed effectively.

It is this responsibility that can be enhanced through an assessment framework based on performance metrics. Such a framework can enhance the stewardship of municipalities as well as the accountability of independent police departments to the people they serve.

Under the *Police Act*, a police board is required to determine priorities, goals and objectives of the police department in consultation with the police chief. The *Act* also requires that a police board must prepare and submit an annual policing budget. Police departments must ensure all complaints are reported to the Office of the Police Complaint Commissioner in accordance with the *Act*.

POLICING BACKGROUND

Independent police departments demonstrate accountability through reporting to their police board. This is set out in the *BC Police Board Handbook*, which states that information, material and advice from the police chief to the board must be timely, complete and accurate. This includes annual reports on police department activities, regular reporting on the administration of complaints, information related to performance indicators, information technology, resource planning and police activities and information to increase the board's awareness of relevant trends, significant changes in policing policies, and other significant internal and external changes. Police boards must ensure proper policies, procedures and systems are in place to support these activities.

LINK TO OUR AUDIT WORK

As part of the office of the AGLG’s audit planning for the audit topic “Local Government Performance in Managing Policing Agreements and Police Budget Oversight,” we identified municipalities’ oversight roles and responsibilities related to police performance management as an area deserving attention. These roles and responsibilities were consistent with the participation of municipalities as signatories to the 2012 MPPUA in the case of those contracting for RCMP policing and their statutory requirements under the *Police Act* in the case of municipalities with independent police departments.

Our audits on this topic included a review of these oversight activities, which included the following:

RCMP	INDEPENDENT POLICE
Your government exercises its authority to monitor the performance of the RCMP detachment, to the extent allowed in the new Municipal Police Unit Agreement, based on the objectives, priorities and goals set by your government.	Your government monitors the performance of the police services against relevant and rational metrics.
Your government requests and reviews data and information that allows your government to monitor the performance of the RCMP detachment.	Your government requests and reviews data and information that allows your government to monitor the performance of the police services.
Your government identifies possible opportunities for cost containment, including new technologies and practices in other jurisdictions, and discusses these opportunities with the RCMP detachment in the context of the financial planning, reporting and budget preparation provisions in Article 16 of the MPPUA.	Your government identifies possible opportunities for cost containment, including new technologies and practices in other jurisdictions and discusses them with the police department and the police board.
Your government monitors policing services provided in addition to law enforcement and: 1) considers revenue generating opportunities without impacting its public policing priorities; 2) uses its ability to recover costs related to additional policing requirements in a manner that is consistent with the policing agreements, the <i>Police Act</i> and the <i>RCMP Act</i> .	Your government monitors policing services provided in addition to law enforcement and: 1) considers revenue generating opportunities without impacting its public policing priorities; 2) uses its ability to recover costs related to additional policing requirements when appropriate such as in the case of special events in a manner consistent with the <i>Police Act</i> .

In carrying out our audits, we found there was no established and broadly-accepted set of performance metrics for municipalities to use in evaluating their policing services. As a result, we elected not to assess the effectiveness of auditees’ performance management or accountability frameworks in the audits. We also found that municipalities believed they would benefit from a performance metrics framework. This is why we prepared this booklet.

MEASURING PERFORMANCE

Many organizations and government agencies are grappling with how to assist police boards, municipal police committees, police departments and other stakeholders with tools to help determine the effectiveness of policing services. Several agencies have indicated the intention to prepare performance evaluation frameworks for policing, which may be available at a later date. Our understanding is that this work is underway, however it is not known when it may be completed.

It is widely acknowledged that this is a complex area and one that lacks standard, widely-accepted benchmarks or “best practices” for monitoring and evaluating the effectiveness of policing services. As a result, many municipalities, particularly smaller ones, do not fully and consistently use appropriate evidence-based performance metrics to assess police performance.

While it is important to apply evidence-based performance metrics, it is vital that the metrics used are appropriate in terms of:

- The mandate of the municipality to carry out oversight of the police services
- The relevance of the metrics to what is being measured and evaluated
- The ability of municipalities to apply the metrics; for example, a municipality must have the financial and human resources necessary to collect the required data and apply the metrics

No single indicator should be used in isolation; rather, a set of indicators are needed to monitor and measure selected elements of performance in a comprehensive manner. This is important because some data, used in isolation to monitor and measure results, may provide misleading results. For example, increasing the number of police officers can sometimes result in an increase in the number of reported crimes, which translates into a higher crime rate, when there may not be an actual increase in crime.

ADDITIONAL USE OF INFORMATION

The primary focus of the performance metrics framework detailed in this document is for local governments to monitor and measure key policing performance indicators on a regular basis. In addition to this, the framework can be used as a tool for municipalities to self-assess their maturity (basic, moderate, advanced) in the utilization of performance metrics and monitoring.

Also, information collected through this process may be used to develop a tool for municipalities to use when asking questions of their police services, for developing expectations around reporting requirements and for the provision of data and information.

MEASURING PERFORMANCE

SIZE AND CAPACITY OF A LOCAL GOVERNMENT

The Office of the AGLG understands that larger municipalities typically have greater capacity and resources than their smaller counterparts. As a result, larger municipalities tend to be in a stronger position, both financially and technically, to implement a sophisticated system of policing performance measurement. Medium-sized and small municipalities often have less capacity and may benefit from working cooperatively with other municipalities to develop performance metrics.

Despite their differing size, Public Safety Canada research (Research Brief No. 31) has found that there was little difference between large, medium-sized and small municipalities in their ability to apply performance metrics to policing services. To view the full report, please select the link below:

<http://www.publicsafety.gc.ca/cnt/rsrscs/pblctns/plc-vws-prfrmnc-mtrcs/index-eng.aspx>

We believe that, at a minimum, municipalities with RCMP policing should be measuring their compliance with the elements of the 2012 *Municipal Police Services Agreement* described on page 7 of this booklet. In our view, municipalities with independent police forces should conduct similar measurement demonstrating their compliance with the *Police Act* and fulfillment of their roles and responsibilities outlined in the *BC Police Board Handbook*. In all cases, municipalities should set the goal of attaining an advanced level of maturity in monitoring policing performance over the longer term.

In addition, Ministry of Justice (MoJ) Police Services Division and Statistics Canada publish provincial and national statistics on crime. Local tracking of the same performance metrics can allow for comparisons to the provincial and national averages. MoJ data also allows comparisons with other “similar” jurisdictions, so, in using the MoJ data, a municipality can compare its policing outcomes with other similar municipalities by tracking standard performance metrics which include:

- Crime Rate
- Pop Per Officer
- Case Load
- Cost Per Capita

The framework presented in this document offers a menu of policing performance measures from which municipalities can select based on their capacity and level of resources. We also offer a tool to assess a municipality’s level of policing performance metrics maturity to assist them in their efforts to enhance their policing performance management capability. This is not intended to be an authoritative framework, but rather a supporting tool to assist municipalities in improving their practices.

USING THE FRAMEWORK

The **Municipal Framework For Police Services Performance Monitoring & Reporting** set out in the appendix of this booklet is designed to be used by municipalities of all sizes. It can be scaled in size, scope and complexity.

THE FRAMEWORK'S THREE COMPONENTS

COMPONENT 1: PERFORMANCE INFORMATION

- Financial Reporting and Productivity Reporting focuses on the budget development process, expenditure tracking and variance analysis and estimates, use of overtime and analysis of the trend, purchase of equipment (e.g. over \$150,000), as well as efficiency and effectiveness indicators
- Priority Setting and Community Satisfaction Reporting focuses on community-based performance objectives, priorities, strategies, measures and targets and community satisfaction indicators
- Professional Standards Reporting focuses on number of complaints received and the nature of those complaints, use of force reports and the nature of those reports, the cost and nature of training provided to members of the department and positive feedback tracking

COMPONENT 2: MATURITY RATING SCALE

- Basic – The municipality demonstrates a basic level of maturity with regard to the specified process or practice
- Moderate – The municipality demonstrates a moderate level of maturity with regard to the specified process or practice
- Advanced – The municipality demonstrates an advanced level of maturity with regard to the specified process or practice

COMPONENT 3: MATURITY RATING RESULTS

- Basic
- Moderate
- Advanced

It is important to note that the framework identifies certain legislated and contracted reporting requirements that may be of primary interest to members of Municipal Councils. In the case of Police Boards, those members may opt for additional reporting requirements that are of interest to them.

USING THE FRAMEWORK

We suggest that local governments take the following ten steps to implement the framework:

- STEP 1** Review the three framework components to become familiar with their content and structure.
- STEP 2** Identify the performance information you are already assessing (Component One) and rate what your level of maturity is in relation to the performance indicators (Component Two). Then document your results at a basic, moderate or advanced level of maturity (Component Three).
- STEP 3** Based on your results, decide whether to build on them by advancing your practices through the remainder of the framework implementation steps.
- STEP 4** Returning to Component One, select a mix of performance indicators you want to add, based on your government's capacity (resources), need for information (statutory and regulatory requirements) and current policing objectives and priorities.
- STEP 5** Ensure that the indicators you have selected take into consideration current supporting systems, policies, procedures and related practices. For example, when you are starting out, the data source and process for tracking a particular measure should already exist or be straightforward enough to develop and implement.
- STEP 6** Review the indicators you have selected in the context of the key risks, significant issues and trends facing your municipality. For example, if rising overtime expenditures are a significant issue, you will likely want to select overtime analysis as one of your financial performance indicators. In some cases, such as overtime, you may wish to assign a target, in which case the indicator will be measured against that pre-determined target over time.
- STEP 7** For each indicator, specify the appropriate reporting interval such as monthly, quarterly or annually.
- STEP 8** Assess your current situation in each area you have selected to measure using Component Two, the maturity rating scale. This will make it possible for you to track your progress as your practices evolve and mature toward a more advanced level.
- STEP 9** Set a timetable for progress (short, mid or long term), depending on your capacity. Document your results periodically using the framework to gauge your progress toward greater maturity.
- STEP 10** Over the longer term, reassess the indicators and targets you have implemented to confirm their continued relevance. Change them if the results of your review indicate this is necessary. Link them to your municipality's strategic planning processes and overall strategic objectives and priorities.

BALANCED SCORECARD APPROACH

Sound performance reporting should link operational and financial information to demonstrate how the organization's use of resources is affecting its performance and results. A balanced scorecard approach can help achieve this.

A balanced scorecard approach considers a range of financial, operational and performance related information. Public Safety Canada's research on policing performance metrics defined performance measurement frameworks as being "balanced" when they were characterized by being comprehensive and sophisticated and when measures were applied in a relevant manner.

The seven dimensions of a "balanced" framework identified in this work included tracking performance metrics in the following categories:

- Reduce criminal victimization
- Call adult and youth offenders to account in appropriate ways
- Reduce fear of crime and enhance personal security
- Increase safety in public spaces
- Use financial resources fairly, efficiently, and effectively
- Use force and authority legitimately, fairly, and effectively
- Satisfy citizen demands for prompt, effective and fair service

Additional information on this research topic can be found at the Public Safety Canada website:

<http://www.publicsafety.gc.ca/cnt/rsrscs/pblctns/plc-prfrmnc-mtrcs/index-eng.aspx>

APPENDIX: MUNICIPAL FRAMEWORK FOR POLICE SERVICES PERFORMANCE MONITORING & REPORTING

COMPONENT ONE – PERFORMANCE INFORMATION

PERFORMANCE CATEGORY I: FINANCIAL AND PRODUCTIVITY REPORTING

PROCESSES TO MONITOR & EVALUATE	POTENTIAL INDICATORS & ANALYSIS	DATA & SOURCES	MPUA OR POLICE ACT
BUDGETS			
<p>Budgets should be developed:</p> <ul style="list-style-type: none"> • With input from the municipality • With input on community priorities • With consideration for overall municipal budget constraints <p>Budget priorities should align with priorities stated in strategic documents such as strategic plan, annual performance plan and crime reduction strategy.</p>	<p>Budget line items compared to previous years' actuals:</p> <ul style="list-style-type: none"> • Monitoring should be conducted on a regularly scheduled basis • The municipality should review and inquire about any significant changes in line items <p>Analysis regarding the effectiveness of the budget process should occur.</p> <p>Based on this analysis, re-forecasting may be required.</p>	<p>Municipal budgets</p> <p>Police Department or RCMP Detachment budgets</p>	<p>Article 16.0 of the MPUA</p> <p>Section 27 (1) of the <i>Police Act</i></p> <p>Section 5.1 and 5.4 of the <i>BC Police Board Handbook</i></p>
EXPENDITURES			
<p>Municipalities should seek monthly reporting to track expenditures.</p> <p>Municipalities should discuss with the RCMP/Police Chief:</p> <ul style="list-style-type: none"> • Variances • Authorized strength • Changes in salary expense • Impact of deployment and shift patterns on salary costs 	<p>Items tracked in relation to targets:</p> <ul style="list-style-type: none"> • Variance analysis • Overtime analysis • Cost/officer* • Population/officer • Cost/population* <p><i>*Caution should be used when comparing communities on cost/officer and cost/population as cost drivers vary.</i></p> <p>Types of analysis:</p> <ul style="list-style-type: none"> • Analysis of actual results in relation to targets and/or benchmarks • Analysis of trends 	<p>Financial reports</p> <p>Population statistics: Statistics Canada and/or BC Statistics</p> <p>Note that BC Statistics and/or individual municipalities will estimate population counts for the years in between Census years.</p>	<p>Article 16.0 of the MPUA</p> <p>Section 5.2 of the <i>BC Police Board Handbook</i></p>

APPENDIX: MUNICIPAL FRAMEWORK FOR POLICE SERVICES PERFORMANCE MONITORING & REPORTING

PROCESSES TO MONITOR & EVALUATE	POTENTIAL INDICATORS & ANALYSIS	DATA & SOURCES	MPUA OR POLICE ACT
EFFICIENT USE OF RESOURCES			
<p>Municipalities should request and review analyses related to:</p> <ul style="list-style-type: none"> • Resource deployment in matching shift patterns to call demand • Mix of civilian employees and sworn officers • Any changes in the police department/ detachment organizational structure and human resources 	<p>Indicators that reflect shift patterns in relation to call demand*</p> <p><i>* Misalignment can result in higher resourcing than necessary, leading to inefficiency and waste.</i></p> <p>Ratio of civilian employees to sworn officers*.</p> <p><i>* Focus on determining whether some work could be performed more cost-effectively by civilians.</i></p> <p>Types of analysis:</p> <ul style="list-style-type: none"> • Actual results compared to targets and/or benchmarks • Analysis of trends 	<p>Police Department or RCMP Detachment</p>	<p>Article 16.1, c), i) and ii) and Article 7.0 of MPUA</p> <p>Section 6.1 and 6.2 of the <i>BC Police Board Handbook</i></p>
PRODUCTIVITY/WORKLOAD			
<p>Municipalities should request and review analyses related to productivity and workload of the police department.</p>	<p>Indicators related to productivity include*:</p> <ul style="list-style-type: none"> • Member workload • Hours of service • 911 response • Incidents per officer • Offences per officer • Criminal Code case burden per officer • Officers per 1,000 population or population to officer ratio <p>Year-over-year trend analysis is more appropriate than comparing with other communities, as comparisons can be problematic.</p> <p><i>* Analysis should consider local priorities, as policing strategies may be in response to particular community priorities.</i></p> <p>Types of analysis:</p> <ul style="list-style-type: none"> • Actual results compared to targets and/or benchmarks • Analysis of trends 	<p>911 – BC Annual Report 2002 to 2012 (E-Comm 911)</p> <p>Incidents per Officer – Annual report per Jurisdiction 2010 to 2012 Ministry of Justice (Case Load - Caseloads are defined as the number of Criminal Code offences per authorized strength)</p> <p>Offences per officer can be calculated based on municipal police department information and Ministry of Justice data on offences.</p> <p>Criminal code case burden per officer</p> <p>Officers per 1,000 population or population to officer ratio – Police Resources in BC Report 2010 to 2012 – Ministry of Justice</p>	<p>Article 17.0 of the MPUA addresses operational effectiveness in a general manner, indicating that “The CEO and the Member in Charge may... undertake review of matters arising out of the provision of the MPUA...”.</p> <p>Section 4.2 and 4.7 of the <i>BC Police Board Handbook</i></p>

APPENDIX: MUNICIPAL FRAMEWORK FOR POLICE SERVICES PERFORMANCE MONITORING & REPORTING

PERFORMANCE CATEGORY II: PRIORITY SETTING AND COMMUNITY SATISFACTION REPORTING

PROCESSES TO MONITOR & EVALUATE	POTENTIAL INDICATORS & ANALYSIS	DATA & SOURCES	MPUA OR POLICE ACT
<p>ENGAGEMENT</p> <p>Methods to establish and report on priorities and obtain community feedback should involve the police detachment/department and municipality, and may include:</p> <ul style="list-style-type: none"> • Town hall meetings • Surveys • Strategic plans • Annual Performance Plan (as per RCMP) • Crime Reduction Strategy <p>STRATEGIC PLAN OR SIMILAR DOCUMENT</p> <p>Goals, objectives, strategies and/or targets should be documented in a strategic plan, annual performance plan or similar document.</p> <p>Reporting on the level of achievement related to specific goals, objectives and/or targets will help determine “effectiveness.”</p> <p>Reporting may be in the form of a regularly-published report or a “dashboard.”</p> <p>Alignment between different strategies is important. If the municipality has several related plans (such as a crime reduction strategy, strategic plan and/or annual performance plan), these should be aligned and should be linked to policing services budget development.</p> <p>Community consultation is important. It should be used as input in establishing policing priorities and to obtain feedback on police performance.</p>	<p>Indicators will be specific to goals, objectives and/or targets identified in strategic plans, annual performance plans, crime reduction strategies, and/or similar documents.</p> <p>Indicators of community satisfaction should be defined in a community survey and would typically relate back to specific plans. Indicators may include those related to issues such as perceived community and personal safety, visibility and responsiveness of police, and level of policing resources.</p>	<p>Strategic plans / annual performance plans / crime reduction strategies</p> <p>Documents used to report on the monitoring and evaluation of the above plans / strategies.</p> <p>Data sources to enable evaluation of achievement of goals, objectives, strategies and/or targets will vary.</p> <p>Community surveys (not always feasible, as these may be costly for communities to conduct, particularly smaller communities).</p> <p>Community forums (such as town hall meetings); although the feedback received during these forums will be qualitative in nature and may be skewed as participants may or may not be representative of the larger community.</p>	<p>Article 5.5 a) of the MPUA</p> <p>Section 26 (4) and (5) of the <i>Police Act</i></p> <p>Section 4.2,4.4, 4.7 and 10.2 of the <i>BC Police Board Handbook</i></p>

APPENDIX: MUNICIPAL FRAMEWORK FOR POLICE SERVICES PERFORMANCE MONITORING & REPORTING

PERFORMANCE CATEGORY III: PROFESSIONAL STANDARDS REPORTING

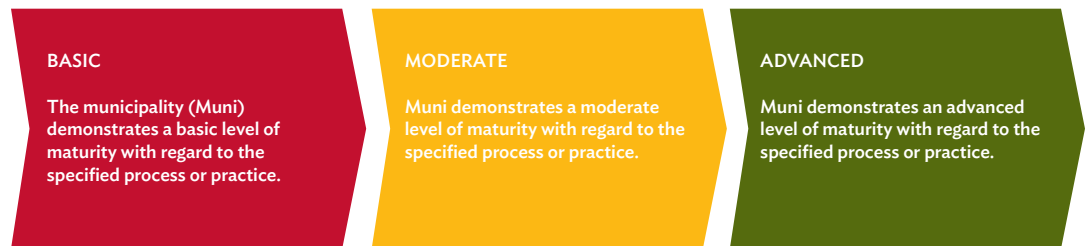
PROCESSES TO MONITOR & EVALUATE	POTENTIAL INDICATORS & ANALYSIS	DATA & SOURCES	MPUA OR POLICE ACT
COMPLAINTS AND USE OF FORCE			
<p>Municipalities should seek and receive:</p> <ul style="list-style-type: none"> regular reports regarding complaints filed against officers use of force reports (police departments in B.C. are required to complete use of force reports each time force is used) 	<p>Complaints</p> <ul style="list-style-type: none"> Number of complaints filed Nature of complaints filed Number of complaints determined to be: <ul style="list-style-type: none"> > “Founded” > “Unfounded” Year-over-year trend analysis on the above data <p>Use of Force</p> <ul style="list-style-type: none"> Number of use-of-force incidents Nature of each use-of-force incident Year-over-year trend analysis on the above data 	<p>Police Department or RCMP Detachment</p> <p>Office of the Police Complaints Commissioner (for communities with independent police departments) – OPCC statistics report by city 2007 to Q1 2014</p> <p>Commission for Public Complaints against the RCMP (for communities using RCMP) – RCMP Complaint Trends 2008 - 2010</p>	<p>Article 5.5 b) of the MPUA</p> <p>Part 9 of the <i>Police Act</i></p> <p>Section 4.6 of the <i>BC Police Board Handbook</i></p>
PROFESSIONAL TRAINING INVESTMENT			
<p>Municipalities should seek data/reports on the type and associated costs of officer training.</p>	<p>Cost of training – total</p> <p>Cost of training per officer</p> <p>Nature of training</p> <p>Year-over-year trend analysis on the above data</p> <p>Note that, historically, the training budget for the RCMP was set at a fixed amount per officer. In the future, training will be charged as an actual expense.</p>	<p>Police Department (for independent Police Department)</p> <p>RCMP</p>	<p>Not referred to specifically in the MPUA</p> <p>Section 6.3, 6.4 and 9.4 of the <i>BC Police Board Handbook</i></p>
POSITIVE FEEDBACK			
<p>Municipalities should seek and communicate information regarding positive feedback on police.</p>	<p>Positive media coverage</p> <p>Awards for good service</p> <p>Positive ratings in community surveys</p>	<p>Media sources</p> <p>Community surveys</p>	<p>Not referred to specifically in the MPUA</p> <p>Section 3.0, 10.2 of the <i>BC Police Board Handbook</i></p>

APPENDIX: MUNICIPAL FRAMEWORK FOR POLICE SERVICES PERFORMANCE MONITORING & REPORTING

COMPONENT TWO – MATURITY RATING SCALE

APPLICATION OF SELF-ASSESSMENT

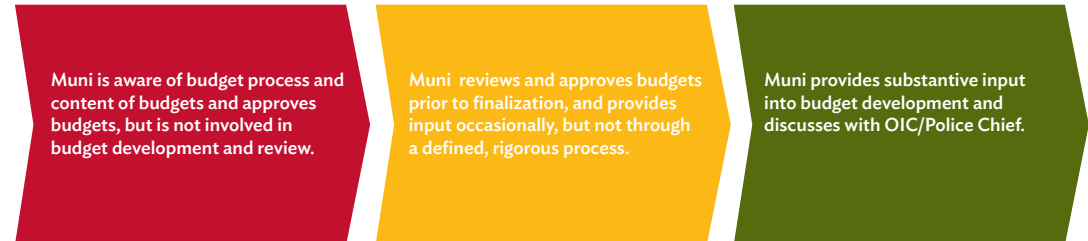
This rating scale has been prepared to assist municipalities in applying the framework. The scale uses three ratings to indicate the maturity of the municipality on each performance category.



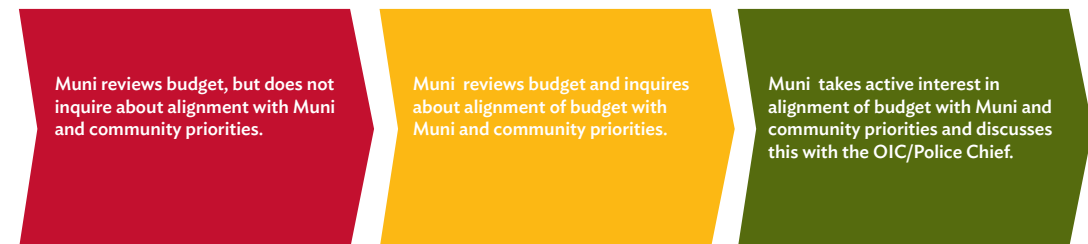
PERFORMANCE CATEGORY I: FINANCIAL AND PERFORMANCE REPORTING

BUDGET DEVELOPMENT

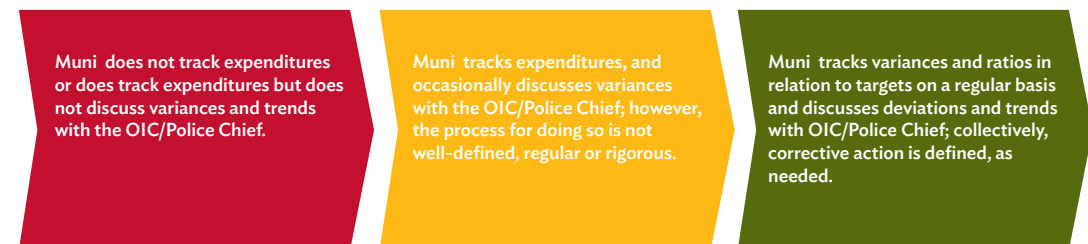
Municipal Involvement



Alignment with Municipal and Community Priorities

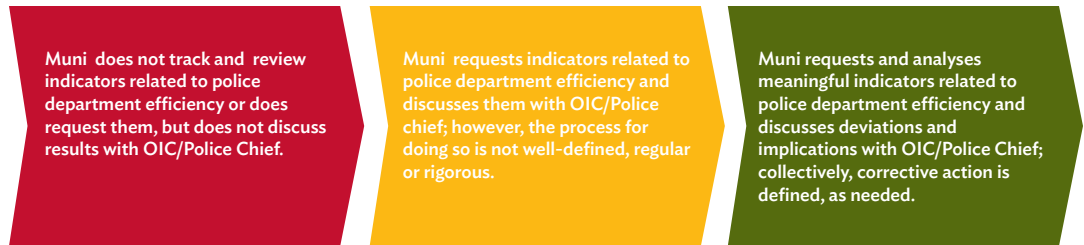


EXPENDITURE TRACKING

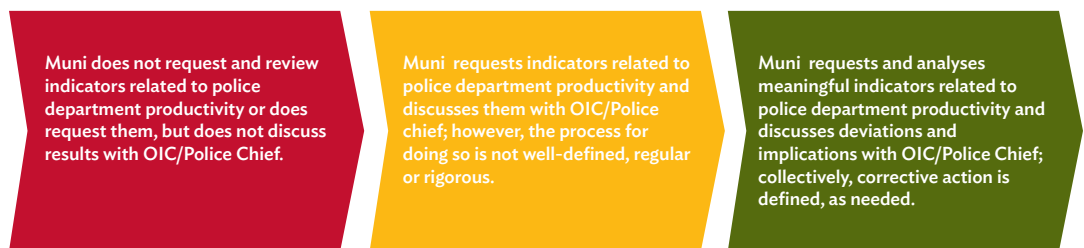


APPENDIX: MUNICIPAL FRAMEWORK FOR POLICE SERVICES PERFORMANCE MONITORING & REPORTING

EFFICIENCY TRACKING

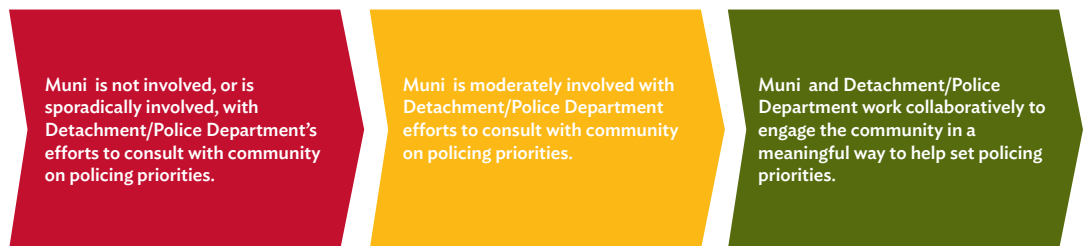


PRODUCTIVITY/WORKLOAD TRACKING



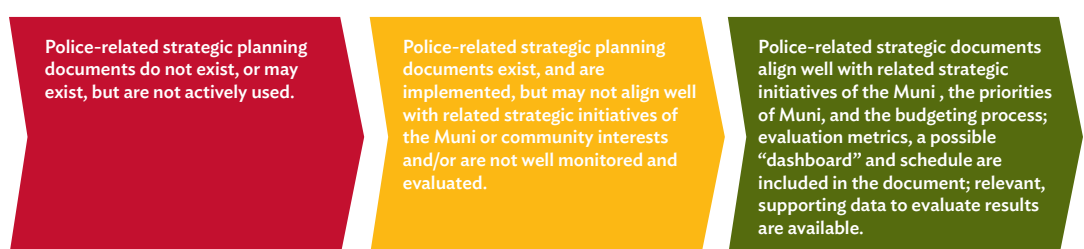
PERFORMANCE CATEGORY II: PRIORITY SETTING, REPORTING AND COMMUNITY SATISFACTION

ENGAGEMENT PROCESS



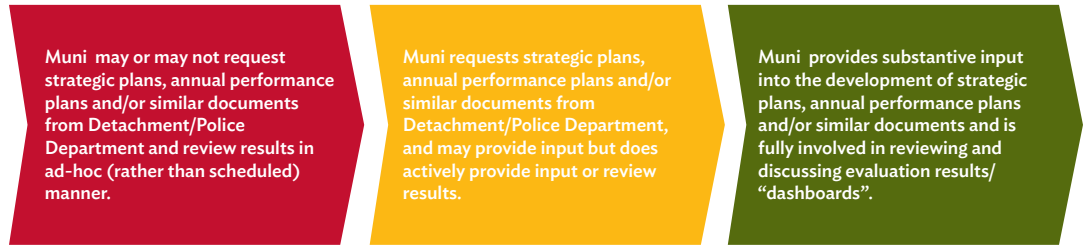
STRATEGIC PLANS/GUIDING DOCUMENTS

Presence of Documents and Alignment with Municipal Priorities



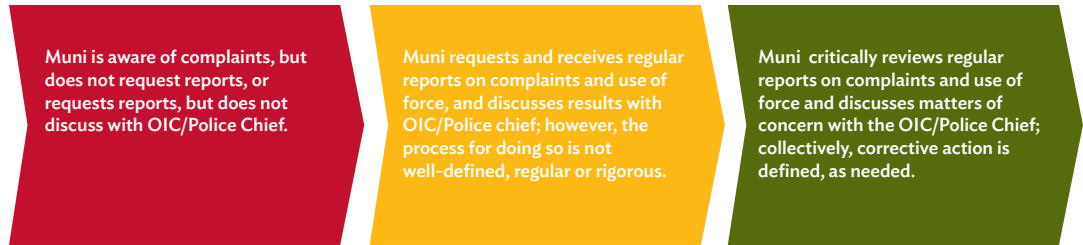
APPENDIX: MUNICIPAL FRAMEWORK FOR POLICE SERVICES PERFORMANCE MONITORING & REPORTING

Municipal Involvement in Document Development, Monitoring and Evaluation

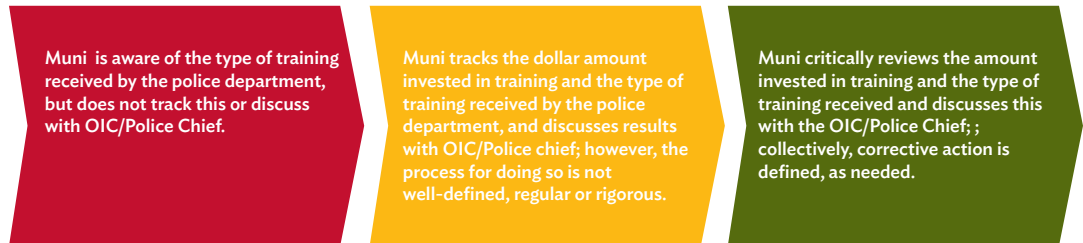


PERFORMANCE CATEGORY III: PROFESSIONAL STANDARDS REPORTING

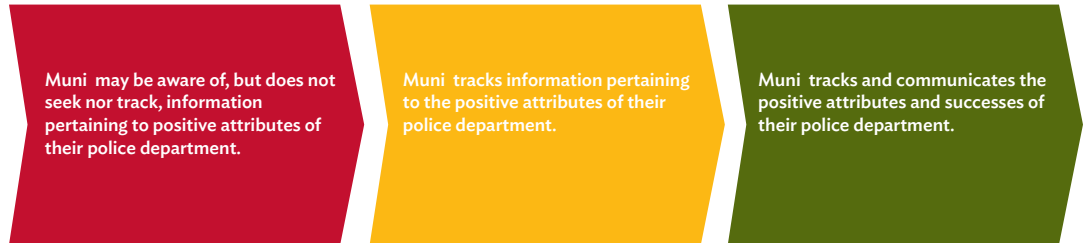
COMPLAINTS AND USE OF FORCE TRACKING



PROFESSIONAL TRAINING INVESTMENT TRACKING



POSITIVE FEEDBACK TRACKING



APPENDIX: MUNICIPAL FRAMEWORK FOR POLICE SERVICES PERFORMANCE MONITORING & REPORTING

COMPONENT THREE – SELF-ASSESSMENT MATURITY RATING RESULTS (APPLICATION OF FRAMEWORK USING RATING SCALE)

PERFORMANCE CATEGORY I: FINANCIAL AND PERFORMANCE REPORTING

BUDGET DEVELOPMENT SCALE – MUNICIPAL INVOLVEMENT		SELF-ASSESSMENT RATING
BASIC	Municipality is aware of budget process and content of budgets and approves budgets, but is not involved in budget development and review.	
MODERATE	Municipality reviews and approves budgets prior to finalization and provides input occasionally, but not through a defined, rigorous process.	
ADVANCED	Municipality provides substantive input into budget development and discusses with the OIC/ police chief.	
BUDGET DEVELOPMENT SCALE – ALIGNMENT WITH MUNICIPAL AND COMMUNITY PRIORITIES		SELF-ASSESSMENT RATING
BASIC	Municipality reviews budget, but does not inquire about alignment with municipal and community priorities.	
MODERATE	Municipality reviews budget and inquires about alignment of budget with municipal and community priorities.	
ADVANCED	Municipality takes active interest in alignment of budget with municipal and community priorities and discusses this with the OIC/police chief.	
EXPENDITURE TRACKING SCALE		SELF-ASSESSMENT RATING
BASIC	Municipality does not track expenditures or does track expenditures but does not discuss variances and trends with the OIC/police chief.	
MODERATE	Municipality tracks expenditures and occasionally discusses variances with the OIC/police chief; however, the process for doing so is not well-defined, regular or rigorous.	
ADVANCED	Municipality tracks variances and ratios in relation to targets on a regular basis and discusses deviations and trends with the OIC/police chief; collectively, corrective action is defined as needed.	

APPENDIX: MUNICIPAL FRAMEWORK FOR POLICE SERVICES PERFORMANCE MONITORING & REPORTING

EFFICIENCY TRACKING SCALE		SELF-ASSESSMENT RATING
BASIC	Municipality does not track and review indicators related to police department efficiency or does request them, but does not discuss results with the OIC/police chief.	
MODERATE	Municipality requests indicators related to police department efficiency and discusses them with the OIC/police chief; however, the process for doing so is not well-defined, regular or rigorous.	
ADVANCED	Municipality requests and analyzes meaningful indicators related to police department efficiency and discusses deviations and implications with the OIC/police chief; collectively, corrective action is defined as needed.	
PRODUCTIVITY/WORKLOAD TRACKING SCALE		SELF-ASSESSMENT RATING
BASIC	Municipality does not request and review indicators related to police department productivity, or does request them but does not discuss results with the OIC/police chief.	
MODERATE	Municipality requests indicators related to police department productivity and discusses them with the OIC/police chief; however, the process for doing so is not well-defined, regular or rigorous.	
ADVANCED	Municipality requests and analyzes meaningful indicators related to police department productivity and discusses deviations and implications with the OIC/police chief; collectively, corrective action is defined as needed.	

APPENDIX: MUNICIPAL FRAMEWORK FOR POLICE SERVICES PERFORMANCE MONITORING & REPORTING

PERFORMANCE CATEGORY II: PRIORITY SETTING, REPORTING AND COMMUNITY SATISFACTION

ENGAGEMENT PROCESS SCALE		SELF-ASSESSMENT RATING
BASIC	Municipality is not involved, or is sporadically involved, with detachment/police department's efforts to consult with community on policing priorities.	
MODERATE	Municipality is moderately involved with detachment/police department efforts to consult with community on policing priorities.	
ADVANCED	Municipality and detachment/police department work collaboratively to engage the community in a meaningful way to help set policing priorities.	
STRATEGIC PLANS/GUIDING DOCUMENTS SCALE - PRESENCE OF DOCUMENTS & ALIGNMENT WITH MUNICIPAL PRIORITIES		SELF-ASSESSMENT RATING
BASIC	Police-related strategic planning documents do not exist, or may exist, but are not actively used.	
MODERATE	Police-related strategic planning documents exist, and are implemented, but may not align well with related strategic initiatives of the municipality or community interests and/or are not well monitored and evaluated.	
ADVANCED	Police-related strategic documents align well with related strategic initiatives of the municipality, with the priorities of municipality and with the budgeting process; evaluation metrics, possible a "dashboard" and schedule are included in the document; relevant, supporting data to evaluate results are available.	
STRATEGIC PLANS/GUIDING DOCUMENTS SCALE - MUNICIPAL INVOLVEMENT		SELF-ASSESSMENT RATING
BASIC	Municipality may or may not request strategic plans, annual performance plans and/or similar documents from detachment/police department and may provide input and reviews results in ad-hoc (rather than scheduled) manner.	
MODERATE	Municipality requests strategic plans, annual performance plans and/or similar documents from detachment/police department and actively provides input and reviews results.	
ADVANCED	Municipality provides substantive input into the development of strategic plans, annual performance plans and/or similar documents and is fully involved in reviewing and discussing evaluation results/"dashboards."	

APPENDIX: MUNICIPAL FRAMEWORK FOR POLICE SERVICES PERFORMANCE MONITORING & REPORTING

PERFORMANCE CATEGORY III: PROFESSIONAL STANDARDS REPORTING

COMPLAINTS AND USE OF FORCE SCALE		SELF-ASSESSMENT RATING
BASIC	Municipality is aware of complaints, but does not request reports, or requests reports, but does not discuss with the OIC/police chief.	
MODERATE	Municipality requests and receives regular reports on complaints and use of force, and discusses results with the OIC/police chief; however, the process for doing so is not well-defined, regular or rigorous.	
ADVANCED	Municipality critically reviews regular reports on complaints and use of force and discusses matters of concern with the OIC/police chief; collectively, corrective action is defined as needed.	
PROFESSIONAL TRAINING INVESTMENT TRACKING SCALE		SELF-ASSESSMENT RATING
BASIC	Municipality is aware of the type of training received by the police department, but does not track this or discuss with the OIC/police chief.	
MODERATE	Municipality tracks the dollar amount invested in training and the type of training received by the police department, and discusses results with the OIC/police chief; however, the process for doing so is not well-defined, regular or rigorous.	
ADVANCED	Municipality critically reviews the amount invested in training and the type of training received and discusses this with the OIC/Police Chief; collectively, corrective action is defined as needed.	
POSITIVE FEEDBACK TRACKING		SELF-ASSESSMENT RATING
BASIC	Municipality may be aware of, but does not seek nor track, information pertaining to positive attributes of their police service.	
MODERATE	Municipality tracks information pertaining to the positive attributes of their police service.	
ADVANCED	Municipality tracks and communicates the positive attributes and successes of their police service.	

AGLG CONTACT INFORMATION

The AGLG welcomes your feedback and comments. Contact us electronically using our website contact form on www.aglg.ca or email info@aglg.ca to share your questions or comments.

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