

Greater Victoria Police Victim Services Society Strategic Plan 2011 - 2012



Victim Services
Working with police to help crime and trauma victims



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The Board of Directors of the Greater Victoria Police Victim Services Society is pleased to present our 2011 Strategic Plan.

This strategic plan, intended as a living document, sets direction for GVPVS to 2014 and beyond. It will guide governance and operation of our organization. The Board and staff will review our progress in meeting identified goals and objectives annually, update our annual business plans to reflect that progress and report on same to our stakeholders to ensure an appropriate level of accountability.

The genesis of strategic management for the organization was a facilitated planning session with the Board and agency employees to formulate goals and objectives, which took into account input from stakeholders, including our volunteers, on the organization's strengths, weaknesses, opportunities and challenges.

We have changed the structure of our strategic plan to a rolling three year plan to better manage strategic direction of the organization; the plan will be assessed annually to ensure we continue to deliver high quality and appropriate services relevant to the environment in which we operate. The plan will serve as a foundation for the development of annual business plans providing a structure for setting goals and outcomes to define and evaluate the organization's success. It will also guide the work of the Board of Directors and its committees, which will be communicated to our community partners and the public annually.

Finally, we are confident this strategic plan will inform the public about our organization, our values and guiding principles, as well as demonstrating achievement of our goals as a Society. We will utilize our strategic plan and annual business plans to communicate our path forward, in a manner that will foster trust, transparency and accountability in our role as the governing body of the Greater Victoria Police Victim Services Society.

Sincerely,

Nancy Brown

*Board Chair
Greater Victoria Police
Victim Services Society*

Sgt. Rob Olsen

*Board Vice -Chair
Greater Victoria Police
Victim Services Society*

Participating Police

Central Saanich Police Service
CFB Esquimalt Military Police
Oak Bay Police Department
Saanich Police Department
Sidney/North Saanich RCMP
Victoria Police Department
West Shore RCMP

Funding Provided by:



Ministry of Public Safety & Solicitor General

Generous In-Kind Support
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VISION: Victims achieve a state of well being

MISSION: Working with police to help people impacted by crime and trauma

VALUES AND PRINCIPLES:

Commitment

- We are committed to our vision, our mission and to our clients
- We promote the rights of victims
- We work collaboratively within GVPVS and with our community partners

Service

- We are highly trained and professional
- We provide exceptional service

Trust

- We treat information from our clients and our police partners with confidentiality
- We earn trust by doing what we say

Integrity

- We work in accordance with a Code of Ethics
- We are transparent

Empathy

- We approach each interaction with compassion
- We are non-judgmental and understanding

Respect

- We respect our clients and their uniqueness
- We respect each other and the different roles we perform

Diversity

- We respect the strengths and needs of the diverse communities we serve
- We strive to be inclusive and representative



GOALS AND OBJECTIVES

1. SERVICE

Goal: Provide quality services that meet the diverse needs of our communities

Objectives	Strategies
Be accessible, client focused and culturally sensitive	<ul style="list-style-type: none"> • Expand outreach to under-served populations • Respond to client feedback, client strengths and cultural norms
Increase awareness of victims' rights and the services available	<ul style="list-style-type: none"> • Build awareness through events, promotions and supporting materials
Enhance police effectiveness through a supportive role	<ul style="list-style-type: none"> • Increase awareness and profile with police partners • Simplify and consistently apply the referral process
Continue strengthening partnerships within the criminal justice system	<ul style="list-style-type: none"> • Expand the capacity of resources within the agency to enhance court support services • Ensure an adequate pool of well trained volunteers • Educate police partners in referral to court support services

2. HUMAN RESOURCE MANAGEMENT

Goal: Sustain a skilled, engaged team to fulfill our Mission

Objectives	Strategies
Ensure a healthy and engaging work environment	<ul style="list-style-type: none"> • Recruit, develop and retain people as required for optimal service delivery • Foster effective ongoing communication between Board, employees and volunteers
Develop and support our volunteers, staff and Board members	<ul style="list-style-type: none"> • Maintain volunteer appreciation and recognition • Continue to provide appropriate remuneration



3. FINANCE

Goal: **Ensure long term financial stability**

Objectives	Strategies
Obtain sufficient financial resources to meet strategic goals and objectives of the organization	<ul style="list-style-type: none">• Effectively monitor financial records• Forecast future financial requirements• Produce a balanced annual budget• Sustain funding and in-kind support

4. GOVERNANCE

Goal: **Provide effective leadership and oversight**

Objectives	Strategies
Continuously improve governance practices	<ul style="list-style-type: none">• Maintain up-to-date governance documents• Develop and maintain currency of bylaws• Ensure committee structure, terms of reference and composition, align with our strategic plan and Board direction• Facilitate qualitative review of the effectiveness of the Society as a whole• Oversee the development processes for the AGM agenda and the annual report
Ensure board membership reflects the Society's service area and individuals possess complementary skill sets and backgrounds	<ul style="list-style-type: none">• Recruit, develop and sustain a diverse and effective board according to valued and complementary competencies; required skills; and the diverse nature of the community that the Society serves• Recommend appropriate board development activities
Ensure Strategic Plan is relevant to the environment in which we provide service	<ul style="list-style-type: none">• Monitor implementation and achievement of the Strategic Plan• Annually review the plan and update as needed with a three-year horizon





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