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***2004-2006
London Police Service
Business Plan***





Messages



Brian D. Collins
Chief of Police

Message from the Chief

As an organization, we are continually challenged with an ever-changing environment. Police services are facing extraordinary demands as a result of increasing fiscal pressures, changes within the legal environment, emerging and changing forms of crime, and shifting demographics.

The London Police Service recognizes the importance of assessing our environment and planning how best to meet the needs of the Community. We have consulted widely with municipal council, school boards, community organizations and groups, businesses, citizens, and members of the Service during the development of the 2004-2006 Business Plan.

The priorities and the future direction of the Service for the next three years have been reflected within the goals and objectives of the Business Plan. We will continue to strive towards ensuring a safer community, promoting community partnerships, and providing victims' assistance. In order to succeed in these areas, we will also continue to build an effective infrastructure, develop and effectively manage our human resources, and implement best practices.

The Business Plan will serve as our roadmap towards the future in providing peace and security for the city of London.

Brian D. Collins, Chief of Police



Jan Richardson
Chair
London Police Services Board

Message from the Board Chair

This Business Plan serves to provide concrete objectives and action plans for the London Police Service over the next three years. It is a collaborative product developed through the cooperative efforts of the London Police Services Board, Police Administration, the London Police Association, and the citizens of London to provide the highest quality of police services for our city.

In preparation for the 2004-2006 Business Plan, the Community Consultation process provided an essential opportunity for the London Police Services Board and Administration to listen to the needs of our community. This Process included and heard from a broad representation of our community as they contributed to the future direction of policing for the City of London.

The mission of the London Police Service states that the provision of a professional, caring and efficient police service is our obligation, and our most valued resource is the citizens of our community. Through our outstanding officers and civilians, effective administration and leadership, planning and community partnerships, we strive to succeed and exceed at this vision.

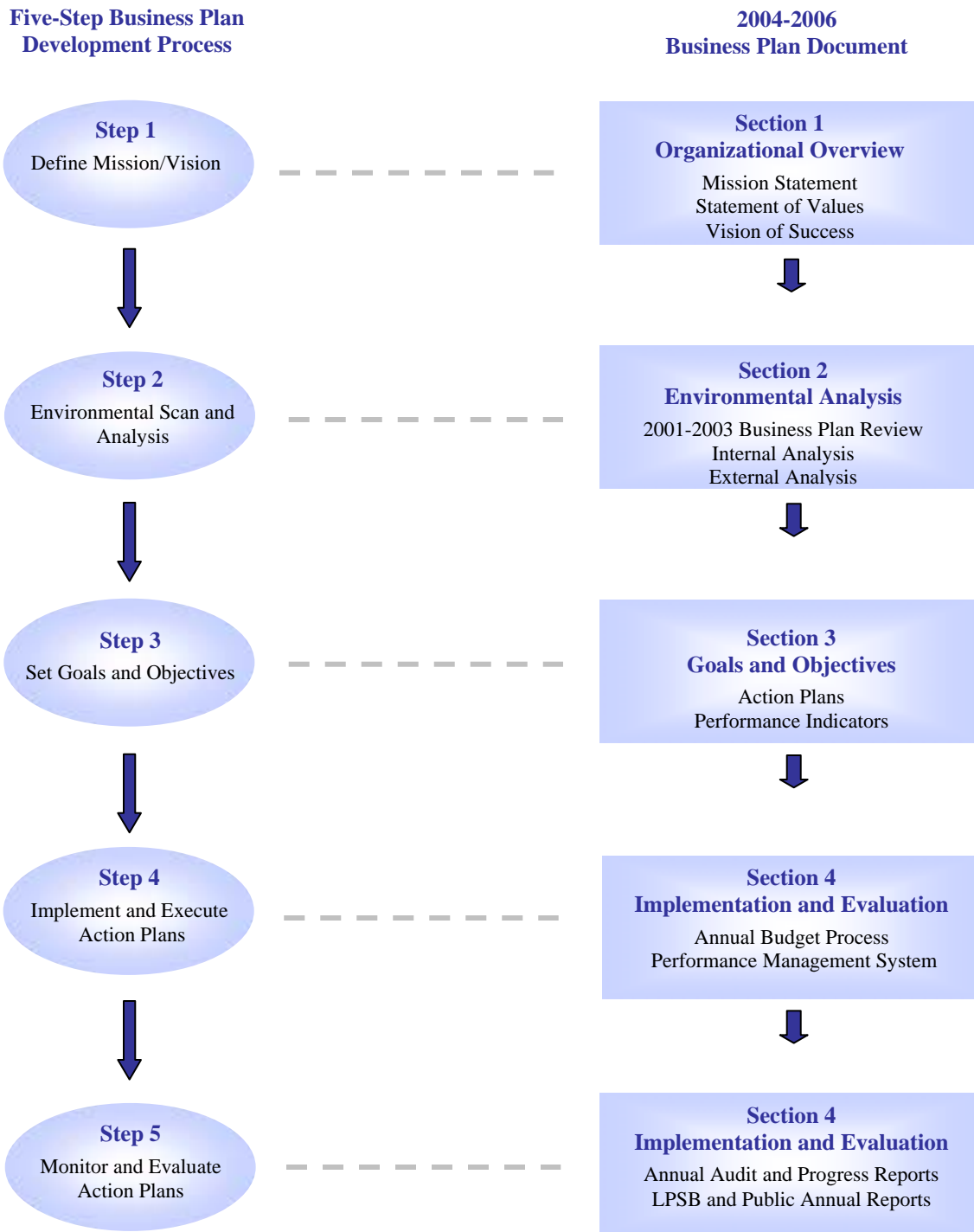
Jan Richardson, Chair



The London Police Service Business Planning Process

The London Police Service (LPS) is committed to providing quality community-oriented policing that is in compliance with legislative requirements and meets the ever-changing needs and expectations of the London community.

The Business Plan, in accordance with Ontario Regulation 3/99, is prepared at least once every three years and is designed to provide adequate and effective police services for the citizens of London. The following is a brief overview of the 5 steps involved in the business planning process and a cross reference to the 2004-2006 LPS Business Plan document.





SECTION 1

Organizational Overview

The London Police Service through the dedicated efforts of our officers, civilians, and cadets proudly serves the City of London—a growing community with a population that exceeds 340,000 and occupies an area of 422 square kilometers.

The purpose and future direction of the organization are reflected in the following *Mission Statement*, *Statement of Values*, and *Vision of Success* which provide the foundation and first step of the business planning process.

MISSION STATEMENT

Our most valued resource is the citizens from whom we derive our legitimacy and to whom we are obligated to provide a professional, caring, and efficient police service.

STATEMENT OF VALUES

The London Police Service, in pursuit of its mission, believes in providing quality service with the highest possible degree of excellence, based upon the principles of fairness, integrity, honesty, and respect for human dignity.

VISION OF SUCCESS

The London Police Service is dedicated to attaining the highest level of professionalism and accountability in its service to the citizens of London. Recognizing that our strength stems from our partnership with all sectors of the community, we envision an organization structured to meet the ever changing needs of citizens and our profession. Accomplishing this goal depends on our ability to:

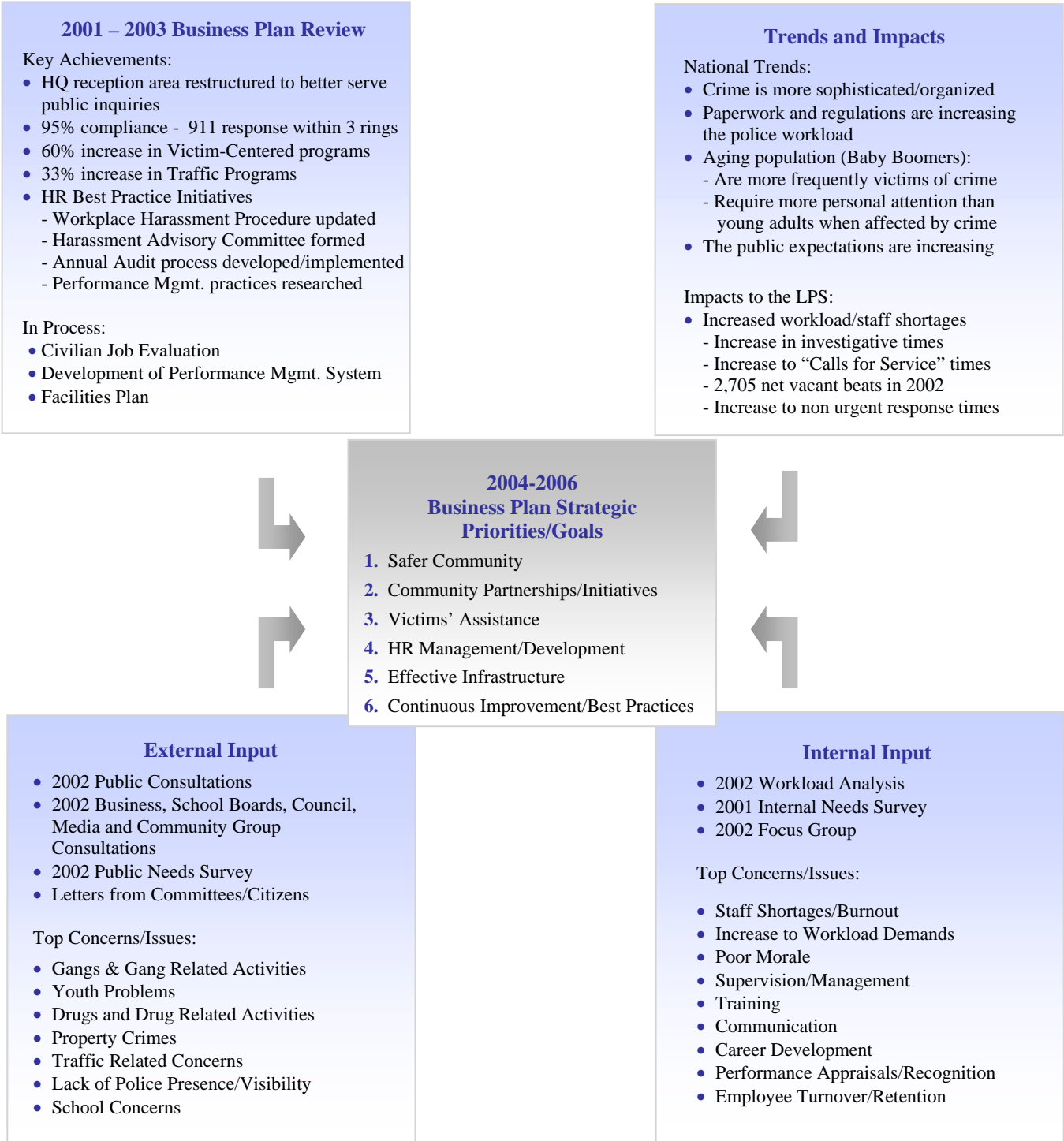
- Provide greater public safety, security, and quality of life in the community;
- Foster a trusting, caring partnership with the community in all its diversity;
- Continue to enhance our public image;
- Develop effective communications within our organization and with those we serve;
- Promote a safe, satisfying, and equitable workplace, allowing for the professional development of our employees;
- Excel in supervision and training; and
- Acquire and use our resources efficiently and responsibly.



SECTION 2 Environmental Analysis

A comprehensive internal/external analysis was conducted jointly by the Police Services Board and the LPS Administration to determine the strategic direction of the organization. The strategic priorities for the 2004-2006 Business Plan were developed after reviewing the results of the 2001-2003 Business Plan, the 2002 Workload Analysis, the 2001 Internal Needs Survey, the 2002 Public Needs Survey, and the 2002 Fall Community Consultations.¹

The following illustration provides a brief overview of the second step of the business planning process—the Environmental Analysis.



¹ Reference Documents are available on the LPS website



SECTION 3

Goals and Objectives

GOAL # 1 – Provide quality police services that will ensure a “safer community”

Public safety continues to be a primary concern to the community. Frequently expressed throughout the consultation process and/or survey methodology were concerns about road safety, property crimes, youth crimes, and the need to increase police visibility. The majority, 96.8% of the survey participants, agreed that the LPS should do more patrolling and be more visible in the community. Downtown safety, regardless of the recently installed camera surveillance system, was also identified as a major concern. Results of the survey indicate that only 68% of our citizens feel safe downtown in the daylight hours and 22% at night. The LPS, in its endeavour to help ensure public safety, will continue in its commitment to acquire additional officers in accordance with the staffing levels recommended in the 2002 Workload Analysis.

Objective	Action Plan	Performance Indicator
1. Increase officer visibility	<ul style="list-style-type: none"> a) Achieve staffing levels for sworn members as identified in the 2002 Workload Analysis b) Increase car, foot, and other patrols c) Increase proactive component of policing d) Increase use of volunteer Auxiliary Officers e) Build media relationships to enhance the public’s awareness of police operations f) Explore alternatives to provide efficiencies 	<ul style="list-style-type: none"> • Decrease in the number of vacant beat patrols • Increase in the level of public satisfaction • Improve the reactive/proactive ratio towards the 60/40 target
2. Evaluate and enhance, where necessary, response to non urgent, urgent, and emergency “calls for service”	<ul style="list-style-type: none"> a) Review, develop, and implement standardized guidelines for “calls for service” to ensure efficient and consistent response b) Create an Alternate Response Unit specifically to address non urgent “calls for service” c) Maintain a response to 911 calls within three rings 	<ul style="list-style-type: none"> • Decrease in the response times for non urgent “calls for service” • Reduction in the number of unserved non urgent “calls for service” • Maintenance of a 95% compliance rate to answer 911 calls within three rings
3. Improve road safety	<ul style="list-style-type: none"> a) Increase enforcement of aggressive driving offences b) Enhance road safety programs c) Build media partnerships to increase public awareness of road safety and improve driving behaviour d) Partner/consult with other road safety agencies 	<ul style="list-style-type: none"> • Increase in the level of public satisfaction
4. Continue to work towards a reduction in violent and property crimes through problem-oriented initiatives and crime analysis	<ul style="list-style-type: none"> a) Promote and enhance delivery of Crime Prevention (CP) programs and problem solving initiatives b) Criminal Investigators work in partnership with CP officers and disseminate the relevant information to patrol officers c) Assignment of the proposed Investigative Response Unit to criminal activity enforcement projects 	<ul style="list-style-type: none"> • Increase in the level of public satisfaction • Increase in the number of CP program participants • Increase in the number of training sessions for officers
5. Develop and implement initiatives to help prevent and address youth crime and street gang activity	<ul style="list-style-type: none"> a) Focus on disbanding/disrupting the activities of youth street gangs. Youth Crime Unit to continue to forward gang intelligence to patrol officers and engage in projects aimed at disrupting gang activity. b) Educate LPS and public about issues relating to street gangs including the link between street gangs and organized crime. c) Link to programs for youth 	<ul style="list-style-type: none"> • Decrease in youth crime • Internal training on youth crime/gangs • Number of public meetings and presentations on youth crime/gangs



SECTION 3

Goals and Objectives

GOAL # 2 – Build community partnerships and initiatives that will facilitate community-based solutions

The need for police to become more involved with the community was voiced by numerous community groups represented at various consultations. Our growing and increasingly diverse community requires policing services to promote community partnerships that are based on trust and respect in order to effectively solve community problems. Recognizing that our strength comes from these partnerships, the LPS will continue to foster existing relationships and build new partnerships in the “best interest of the community we serve.”

Community problems need community solutions.

Objective	Action Plan	Performance Indicator
1. Enhance existing partnerships with schools, colleges, and universities	<ul style="list-style-type: none"> a) Develop consistent school liaisons with an increase of presence/visibility b) Enhance current youth programs to provide positive interaction/relationships with the youth c) Continue to develop effective information sharing strategies between the school boards, the Crime Prevention officers, and the Youth Crime Unit d) In partnership with school boards and Crime Stoppers, work to encourage students to report crimes occurring on school premises 	<ul style="list-style-type: none"> • Enhancement of current youth school programs • Increase in the number of schools that participate in the Crime Stoppers program • Measurable increase of police presence in schools
2. Enhance and build police-community partnerships and explore new opportunities to deal with youth that are in conflict with the law	<ul style="list-style-type: none"> a) Continue to monitor and evaluate partnerships in relation to the effectiveness of the pre-charge diversion program b) Communicate/liase with community agencies to develop a protocol for youth under 12 that are in conflict with the law 	<ul style="list-style-type: none"> • Success rate of the pre-charge diversion program • Increase in the use of extra-judicial measures • Establishment of a police-community protocol for youth under 12
3. Continue to work with community partners to ensure that there is adequate support for the seriously mentally ill	<ul style="list-style-type: none"> a) Maintain regular communication with the Mental Health Crisis Centre to ensure effectiveness of the 24/7 response program for the seriously mentally ill b) Development of an evaluation system to monitor effectiveness of program 	<ul style="list-style-type: none"> • Implementation of a program evaluation system
4. Maintain existing programs and community partnerships to help the elderly become less vulnerable to crime	<ul style="list-style-type: none"> a) Continue to promote and support existing programs to help the elderly become less vulnerable to crime b) Maintain partnerships with programs for the elderly and explore new opportunities 	<ul style="list-style-type: none"> • Number of community groups that participate on the Multi-disciplinary Action Team
5. Continue to interact with the business community to facilitate partnerships	<ul style="list-style-type: none"> a) Implement and promote regular Business Academy sessions b) Seek opportunities to interact with the business community through consultations, presentations, and special events 	<ul style="list-style-type: none"> • Number of Business Academy participants • Number of police-business community consultations, presentations, and special events
6. Continue to interact with the general community to facilitate and enhance partnerships	<ul style="list-style-type: none"> a) Seek opportunities to interact with the community through consultations, presentations, and special events 	<ul style="list-style-type: none"> • Number of community consultations, presentations, and special events

**SECTION 3****Goals and Objectives*****GOAL # 3 – Ensure effective programs and services are available for victims of crime***

Through partnerships and innovative programs, the LPS is strongly committed to taking a proactive approach in helping protect vulnerable persons from becoming victims of crime. Numerous programs, such as Project S.E.N.I.O.R. and Project Safeguard, are very effective in helping our citizens become less vulnerable. The LPS also recognizes that some level of crime will always continue to exist, regardless of any proactive measures that are in place. Therefore, in accordance with provincial standards, the LPS will continue to prioritize and develop an integrated service delivery framework for providing assistance to victims of crime and tragic events.

Objective	Action Plan	Performance Indicator
1. Continue to provide effective crisis intervention services through the Family Consultant/Victim Services Unit (FC/VSU) to victims of crime and tragic events	<ul style="list-style-type: none"> a) Continue to liaise with LPS employees through internal communications and training b) Conduct a satisfaction survey with randomly selected victims c) Conduct a satisfaction survey with officers 	<ul style="list-style-type: none"> • Number of crisis interventions per year • Victims' level of satisfaction • Officers' level of satisfaction
2. Continue to work with the community to assist victims of crime and tragic events	<ul style="list-style-type: none"> a) Conduct a satisfaction survey with agencies b) Develop templates for training/presentations c) Continue to offer input into system changes and identify gaps in service for victims of crime d) Continue to develop the FC/VSU Professional Advisory Council 	<ul style="list-style-type: none"> • Agencies' level of satisfaction • Number of FC/VSU public education and community development events • Broad representation of community groups on the Professional Advisory Council
3. Provide services to victims of crime and tragic events according to their unique experience	<ul style="list-style-type: none"> a) Develop victim specific information packages b) Continue to provide programs for specific victims of crime and tragic events c) Collaborate with stakeholders for input into information packages prior to publication 	<ul style="list-style-type: none"> • Availability of victim specific information packages • Provision of programs for specific victim populations • Stakeholders involved in review of information packages
4. Engage in action-oriented research that will lead to state-of-the-art clinical intervention programs	<ul style="list-style-type: none"> a) Identify research priorities b) Seek funding through grant applications c) Target key research partnerships within the academic, service providers, and policing communities 	<ul style="list-style-type: none"> • Implementation of applied research initiatives



SECTION 3 **Goals and Objectives**

GOAL # 4 – Continue to develop a high performance workforce through excellent training, supervision, and human resource management

One of the key success factors for any organization is having “the right people with the right skills in the right job.” The LPS recognizes the importance of developing and retaining high performance employees that are also reflective of our diverse community. New HR programs and initiatives are being implemented to continue to meet the needs of our employees and the community we serve.

Objective	Action Plan	Performance Indicator
1. Continue to develop a workforce that is more reflective and understanding of the community we serve	<ul style="list-style-type: none"> a) Evaluate and enhance existing recruiting strategies that are designed to attract applicants and help the organization to be more reflective of the community b) Continue diversity training for all employees 	<ul style="list-style-type: none"> • Increase in the number of female police officers • Increase in the number of employees that are representative of London’s demographics • Increase in the number of employees trained in diversity awareness
2. Implement a new Performance Management System for sworn members	<ul style="list-style-type: none"> a) Develop and implement a new Career Development Process b) Develop and implement an improved Promotional Process c) Develop and implement an improved Performance Appraisal Process 	<ul style="list-style-type: none"> • Implementation of the new Performance Management System
3. Develop an education and wellness strategy for the LPS	<ul style="list-style-type: none"> a) Continue to encourage employees to participate in continuing education programs b) Provide enhanced training opportunities for employees c) Continue to promote the Ontario Police Fitness Award Program d) Promote the Employee Assistance Program (EAP) 	<ul style="list-style-type: none"> • Increase in the number of employees participating in continuing education programs • Increase in the number of training opportunities for employees • Increase in the number of employees participating in the Ontario Police Fitness Award Program • Implementation of EAP promotional strategies
4. Develop an ongoing training program for supervisors	<ul style="list-style-type: none"> a) Provide enhanced training opportunities for all supervisors 	<ul style="list-style-type: none"> • Increase in the level of satisfaction of employees • Increase in the number of training opportunities for supervisors
5. Continue to monitor, evaluate, and address employees needs and concerns	<ul style="list-style-type: none"> a) Conduct an internal needs survey and focus groups b) Respond to employees needs and concerns through various communication strategies and programs 	<ul style="list-style-type: none"> • Implementation of an internal needs survey and focus groups • Communication strategies/ programs developed in response to employees’ needs and concerns

**SECTION 3****Goals and Objectives**

GOAL # 5 – Build an infrastructure that will effectively support the organization’s needs

The careful planning and management of physical resources including equipment, facilities, and technical infrastructure are essential for an efficient and effective delivery of services. A review of the current facilities has been ongoing since 1999 as a result of the increasing demand for specialized training facilities coupled with a growing workforce. In addition to physical infrastructure requirements, there is a need for a functional organizational design and an enhancement to staffing levels in order to effectively support and facilitate the needs of the organization.

Objective	Action Plan	Performance Indicator
1. Establish a long-term plan to address facility needs	<p>a) Conduct a facilities evaluation and develop a master plan</p>	<ul style="list-style-type: none"> • Approval of facility master plan
2. Provide information and technology resources to support organizational needs	<p>a) Review the current and future service delivery needs and determine the corresponding information and technology resource requirements in terms of human resources and equipment</p> <p>b) Acquire Global Positioning System (GPS) technology, or equivalent, to improve both officer safety and dispatch efficiency/response times</p>	<ul style="list-style-type: none"> • Implementation of information and technology requirements • Roll out of GPS technology or equivalent
3. Continue to implement an organizational structure that will effectively support the current and future service delivery and program needs	<p>a) Evaluate the existing organizational structure in terms of meeting current and future service delivery and program needs</p> <p>b) Develop an organizational structure that will effectively support and facilitate the needs of the organization</p> <p>c) Continue to build on the governance structure of the London Police Services Board</p>	<ul style="list-style-type: none"> • Implementation of the revised organizational structure • Annual status report on Board policy and training
4. Ensure that appropriate staffing levels and equipment requirements are in place	<p>a) Review staffing levels for the Communications Section</p> <p>b) Review the staffing levels and equipment requirements for Court Services, Finance, Fleet and Facilities, and HR Services and determine the appropriate requirements</p> <p>c) Continue to monitor current and future workload impacts and project human resource requirements for all areas within the organization</p>	<ul style="list-style-type: none"> • Implementation of the appropriate staffing levels and equipment requirements • Submission of an annual HR requirements report to the Chief



SECTION 3

Goals and Objectives

GOAL # 6 – Improve the efficiency and effectiveness of service delivery through continuous review, innovation, and best practices

Through continuous improvement and best management practices, the LPS strives to optimize operational capabilities to meet the needs of the community. Benchmarking and analytical tools, program evaluations, and quality assurance audits provide some of the mechanisms required to measure efficiency, identify gaps in service delivery, and ensure quality and results attainment. New initiatives are underway as a result of the 2002 Workload Analysis including the development of one source for statistics and the implementation of Business Intelligence applications for workload and operational analysis. The LPS also works towards sector-wide efficiencies by participating on provincial associations and benchmarking committees.

Objective	Action Plan	Performance Indicator
1. Ensure effective mechanisms are in place to capture workload impacts and corporate memory	<ul style="list-style-type: none"> a) Ensure that annual workload surveys designed to capture current and future organizational impacts are completed b) Hold quarterly Workload Committee meetings to review workload analysis and develop an annual reporting strategy 	<ul style="list-style-type: none"> • Workload surveys completed and submitted by each Division • Submission of annual workload reports to the Chief
2. Develop new and review existing planning tools/ benchmarks to determine workload demands and appropriate staffing levels	<ul style="list-style-type: none"> a) Review current methodologies for determining staff deployment b) Continue to develop Business Intelligence applications for workload and operational analysis c) Develop new benchmarks for workload analysis 	<ul style="list-style-type: none"> • Implementation of Business Intelligence applications • Establishment of workload benchmarks
3. Increase employee input for improvements	<ul style="list-style-type: none"> a) Promote the Suggest System to employees b) Expand the Suggest System to provide recognition/credit for ideas implemented 	<ul style="list-style-type: none"> • Increase in the number of ideas submitted by employees through the Suggest System
4. Improve flow of resource information through the organization	<ul style="list-style-type: none"> a) Standardize statistics and develop one source for statistics via the Intranet b) Consolidate organizational forms and resource material on the Intranet 	<ul style="list-style-type: none"> • Establishment of one source, via the Intranet, for reliable and consistent statistics • Increase in the number of forms and resource material posted to the Intranet
5. Continue to explore and develop best practices from the public/private sector to improve future service delivery	<ul style="list-style-type: none"> a) Continue to participate on provincial associations and benchmarking committees b) Assess current practices and identify opportunities for improvement c) Continue to develop an Information Sharing Project which will provide electronic access to other police agencies' investigative reports 	<ul style="list-style-type: none"> • Number of LPS representatives participating on provincial associations and benchmarking committees • Submission of an annual best practices report to the Chief • Number of agencies participating in the Information Sharing Project



SECTION 4

Implementation and Evaluation

A business plan is only as good as the ability of the organization to implement the plan in an effective manner. The LPS recognizes that good strategies require both planning and “follow-through.” Several processes have been developed to ensure that the action plans identified within the Business Plan are well-implemented and closely monitored.

Implementation and *Evaluation* are identified separately as steps 4 and 5 in the LPS Business Planning Process; however, they are closely linked in the make-it-happen, action-oriented activities and rely on some of the same mechanisms and processes. Therefore, *Implementation* and *Evaluation* are presented together in this section.

The following is a brief description of the mechanisms and processes that have been set up to facilitate the *Implementation* and *Evaluation* of the action plans over the next 3-year time period.

The Budget Process:

Integration of the Business Plan with the *Annual Budget* is an essential element of the *Implementation* process. The LPS Administration and the LPS Board work closely together to ensure that the operational and capital requirements identified in the Business Plan are reflected in the *Annual Budget*.

Tracking Tool and Action Plan Progress Reports:

A new internal *Tracking Tool* and *Action Plan Progress Report* have been designed to facilitate both the *Implementation* and *Evaluation* steps of the Business Plan Process. The *Tracking Tool* will provide a reference document for the Senior Officers. Each of the Business Plan objectives, performance indicators, and action plans are provided in detail within the *Tracking Tool* document. Accountability and timelines are also provided for each action plan. Progress will be closely monitored by the Corporate Planning Branch through regular meetings with the Senior Officers and review of their *Action Plan Progress Reports*.

Senior Officers' Performance Management System:

The *Performance Management System* for the Senior Officers is closely linked to the *Implementation* and *Evaluation* process of the Business Plan. The annual performance appraisal process supports accountability and the achievement of specific objectives and action plans assigned to each Senior Officer.

Annual Audit:

The *Annual Compliance Audit* is a tool that is useful in the *Implementation* and *Evaluation* process for many aspects of the organization, including some of the elements of the Business Plan. The *Audit* is designed to ensure that LPS Procedures, legislated provincial standards, and accepted best practices are reviewed and corrective action taken where necessary. Some of the action plans identified within the Business Plan have been incorporated within the LPS Procedures and will subsequently become part of the *Annual Compliance Audit Process*.

LPS Annual Business Plan Report:

An *LPS Annual Business Plan Report* is prepared and provided to the London Police Services Board by July 1st each year. The report contains a summary of the objectives within the current Business Plan and establishes the extent to which the performance indicators have been met. Concerns and issues are communicated to the Board including suggestions and strategies where deficiencies have been indicated.

LPS Annual Report (public document):

An *LPS Annual Report* is prepared and published to the LPS website to provide public access by July 1st each year. The report provides information in the following areas: operating expenses, primary service indicators, crime statistics, public complaints, honours and awards for employees, special initiatives, and a Business Plan progress report. The *LPS Annual Report* is also forwarded to the Municipal Council by July 1st each year.