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2007-2009

London Police Service Business Plan



"Dedicated to Community Service"



Messages



Wm. Murray Faulkner
Chief of Police

Message from the Chief

I am pleased to present the 2007-2009 London Police Service Business Plan. The strategic direction set out in this Plan will not only enhance the accomplishments achieved through our previous Business Plan, but will also effectively integrate our recently acquired resources to meet the policing requirements of our ever-changing environment.

As a result of funding received through the “*Safer Communities – 1,000 Officers Partnership Program*”, additional officers are being hired which will allow us to focus on community policing, as well as, target four key areas of serious crime: guns and gangs; youth crime; organized crime and marijuana grow ops; and protecting children from Internet luring and child pornography.

Extensive consultations were held with a broad representation from members of the community, the Service, and various organizations to ensure that the future direction of the London Police Service is reflective of the needs of the City of London.

Through the commitment of our employees and community partnerships, effective resource management, and communications, I am confident we will continue to achieve our goals and enhance community safety and quality service delivery for the citizens of London.

Wm. Murray Faulkner, Chief of Police



Ab Chahbar
Chair
London Police Services Board

Message from the Board Chair

The London Police Services Board is mandated to develop a Business Plan which sets the framework and a clear direction for the London Police Service over the next three years.

This Business Plan was developed through a collaborative effort from the Police Services Board, Police Administration, the Police Association, and the citizens of London. The Plan adapts to the challenges of shifting demographics, evolving community issues, and emerging and changing forms of crime. It also sets out a course of action that addresses the need to remain fiscally responsible while meeting legislative requirements and to be more reflective and understanding of our diverse communities.

The future may bring many challenges; however, the Police Services Board and the Police Service remain committed to our citizens in maintaining a high level of professionalism and accountability while ensuring a safe and secure community.

Ab Chahbar, Chair



The London Police Service Business Planning Process

The "2007-2009 London Police Service Business Plan" is the third in a series of business plans prepared in accordance with Ontario Regulation 3/99, at least once every three years, to ensure adequate and effective police services for the citizens of London.

The primary mandate of the London Police Service (LPS) remains constant—"to enhance the safety and security of the citizens of London." While the core function of policing remains the same, how it is achieved continues to evolve over the years as new strategies are developed to meet the ever-changing needs of the community. Similarly, some of the goals and objectives from the previous Business Plan have been carried forward with new strategies and action plans.

The development of the Business Plan is a comprehensive five-step process and entails a series of consultations with members from municipal council, school boards, community organizations and groups, businesses and members of the public.

The Five-Step Business Plan Development Process

The following is a brief overview of the 5 steps involved in the business planning process and a cross reference to the Business Plan Document.





SECTION 1

Organizational Overview

The London Police Service, established in 1855, has proudly served the city of London for over 150 years. As the City has grown with a population that exceeds 350,000, so too has the London Police Service with an authorized strength of 578 officers, 179 civilians, and 21 cadets in 2006. Through the dedicated members of the London Police Service and community partnerships, the Service continues to fulfill the purpose and future direction of the organization which are reflected in the following *Mission Statement*, *Statement of Values*, and *Vision of Success* providing the foundation and first step of the business planning process.

MISSION STATEMENT

The London Police Service is committed to providing a safe and secure community through community partnerships and by striving to attain the highest level of professionalism and accountability.

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

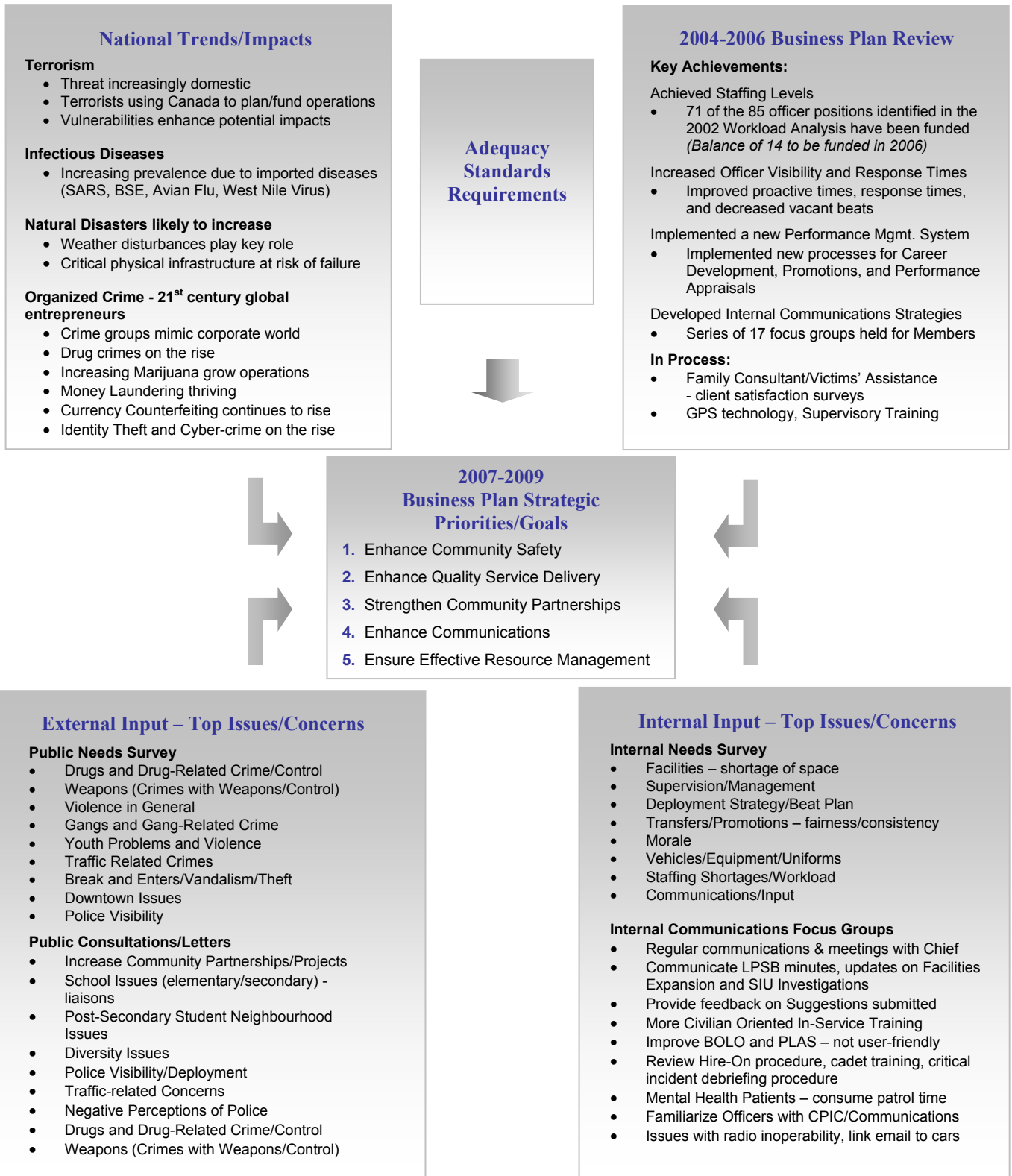
The London Police Service is dedicated to attaining the highest level of professionalism and accountability in its service to the citizens of London. Recognizing that our strength stems from our partnership with all sectors of the community, we envision an organization structured to meet the ever changing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

The following illustration provides a brief overview of the second step of the business planning process—the Environmental Analysis. A comprehensive internal/external analysis (e.g., surveys and consultations) was conducted jointly by the Police Services Board and the LPS Administration to determine the strategic direction of the organization.¹



¹ Reference Documents (e.g., Public Needs Survey) are available on the LPS website



SECTION 3

Goals and Objectives

GOAL # 1 – Enhance Community Safety

The LPS remains committed to providing a “safe and secure community” for the citizens of London. Recent funding has been received through the “Safer Communities – 1,000 Officers Partnership Program.” This funding has enabled the hiring of additional officers to enhance community policing, and to target key areas of serious crime and concerns identified by citizens including: guns and gangs; youth crime; organized crime and marijuana grow ops; and protecting children from Internet luring and child pornography.

Objective	Action Plan	Performance Indicator
<p>1. Continue to develop strategies to increase officer visibility/presence</p>	<ul style="list-style-type: none"> a) Increase the number of officers assigned to the Community Oriented Response Unit and Community Foot Patrol Unit b) Continue to establish the Secondary School Resource Officer Program c) Explore alternatives to optimize effectiveness of patrol deployment 	<ul style="list-style-type: none"> • Increase in the level of public satisfaction (results of the Public Needs Survey) • Results from the evaluation of the Secondary School Resource Officer Program • Progress Report – alternative deployment strategies
<p>2. Target drugs, weapons, and violent crimes</p>	<ul style="list-style-type: none"> a) Increase intelligence gathering efforts relative to drugs, weapons, and violent crimes b) Identify street gangs and their crime-related activities c) Develop proactive enforcement measures relative to drugs, weapons, and violent crimes d) Deploy one position to the Provincial Weapons Unit 	<ul style="list-style-type: none"> • Year-end activity reporting and enforcement statistics (e.g., violent crime and clearance rates) • Number of strategic projects
<p>3. Enhance traffic enforcement</p>	<ul style="list-style-type: none"> a) Publicize enforcement initiatives and results (e.g., speeding, aggressive driving, unsafe vehicles) b) Enhance traffic-related training for patrol officers (e.g., In-Service training) c) Strategic enforcement of identified areas 	<ul style="list-style-type: none"> • Number of traffic-related media announcements • Number of traffic enforcement initiatives • Year-end Activity Report
<p>4. Develop strategies to help protect children from Internet based crimes</p>	<ul style="list-style-type: none"> a) Establish a specific unit to investigate internet based child luring activities b) Enhance LPS’ ability to examine forensically seized computers (e.g., training, equipment, software) c) Development of a proactive educational package for presentation within the school system related to the safe use of the Internet 	<ul style="list-style-type: none"> • Increase in the number of investigations and charges related to Internet based crimes against persons • Enhancement of LPS computer crime-related resources • Number of students educated on Internet safety
<p>5. Enhance problem-oriented policing initiatives</p>	<ul style="list-style-type: none"> a) Increase proactive targeted enforcement projects b) Enhance dissemination of information related to problem oriented policing initiatives (e.g., Strategic Intelligence Analysis Committee, project list posted to the Intranet) c) Explore use of increased technology to enhance proactive initiatives (e.g., Cognos Crime Analysis) d) Use of Auxiliary Officers towards educational and crime prevention programs 	<ul style="list-style-type: none"> • Number of projects • Number of charges/clearance rates (e.g., property crimes/clearance rates) • Level of public satisfaction (results of the Public Needs Survey)



SECTION 3 Goals and Objectives

GOAL # 2 – Enhance Quality Service Delivery

The LPS 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. In accordance with the “Vision of Success”, the LPS is dedicated to attaining the highest level of professionalism and accountability in its service to the citizens of London. As a result, a combination of the following action plans will be implemented to enhance quality service delivery including: calls for service review; customer service evaluation and training; development of program inventory and review process; and business continuity planning.

Objective	Action Plan	Performance Indicator
<p>1. Maintain professionalism (attitude, appearance, accountability, and customer service)</p>	<ul style="list-style-type: none"> a) Evaluate current level of Customer Service (e.g., department, voice mail system, return time on enquiries and requests for information/reports) b) Provide Customer Service Training for members and evaluate results c) Develop a program inventory for review by Division Commanders for effectiveness d) Continue to investigate conduct complaints in a professional manner and adapt to pending legislation on the public complaint process 	<ul style="list-style-type: none"> • Results from the Public Needs Survey categories “police qualities” and “customer service” • Progress Report on customer service initiatives • Year-end service/program review (e.g., crisis interventions, youth pre charge diversions, senior outreach) • Number of commendations • Number of conduct complaints and results of investigations
<p>2. Review response to calls for service for effectiveness</p>	<ul style="list-style-type: none"> a) Conduct review of Calls for Service to ensure the tiered occurrence structure is effective and efficient b) Monitor staffing levels for Patrol Operations, Incident Response teams, and Alternate Response Unit to ensure effective response 	<ul style="list-style-type: none"> • Results of Calls for Service analysis • Maintain or Improve measures of average call time, queue times, and response times (Code 1, 2, 3, Calls)
<p>3. Explore Information and Technology to further service delivery</p>	<ul style="list-style-type: none"> a) Evaluate concept of an Internet application for community to request background checks b) Evaluate concept of an Internet application for community to report crimes against property c) Continue to review the Records Management System to ensure efficiencies for optimal use of officers’ time 	<ul style="list-style-type: none"> • Progress Report on Internet Background Check project • Progress Report on Internet Reportable Occurrences project • Progress Report on Records Managements System enhancements
<p>4. Continue to develop and review the Business Continuity Plan for disaster management</p>	<ul style="list-style-type: none"> a) Update the Business Continuity Plan to ensure services continue in the event of a disaster (e.g., pandemic, alternate LPS Headquarters, counter-terrorism) b) Continue to develop emergency preparedness strategies with other agencies 	<ul style="list-style-type: none"> • Review the plan with Senior Management and key stakeholders to ensure it meets the needs of the organization and the community



SECTION 3 Goals and Objectives

GOAL # 3 – Strengthen Community Partnerships

As our community grows and becomes increasingly diverse, the LPS in its endeavour to ensure the best in policing for all citizens, will continue to adapt to the ever-changing needs of our community. Recognizing that our strength stems from partnerships with all sectors of the community, the LPS will continue to build and enhance partnerships to advance high quality policing services for all our citizens.

Objective	Action Plan	Performance Indicator
<p>1. Cultivate relationships with our diverse communities</p>	<ul style="list-style-type: none"> a) Seek opportunities to connect with our diverse communities through open dialogue and education (e.g., attend meetings from community groups) b) Utilize the Diversity Officer program to build relationships with our diverse communities c) Develop a list of community representatives as a resource to address issues as they arise 	<ul style="list-style-type: none"> • Number of community group meetings/events attended and initiatives generated from encounters • Year-end Diversity Officer Program Report • Results of Public Needs Survey
<p>2. Continue to build and enhance partnerships to support the needs of the community</p>	<ul style="list-style-type: none"> a) Continue to seek opportunities to build relationships with our business and community partners b) Continue to partner with programs directed towards seniors, youth, and other groups c) Enhance relations with school boards 	<ul style="list-style-type: none"> • Number of LPS representatives on external Boards and Committees • Year-end Activity Report
<p>3. Encourage LPS members to actively participate in community volunteer initiatives</p>	<ul style="list-style-type: none"> a) Promote volunteerism in the community through In-Service, Recruit training, and communicating volunteer requests for assistance from other organizations b) Develop a list of members and their volunteer activities 	<ul style="list-style-type: none"> • Year-end Progress Report on promotional strategies • Results from Membership Volunteer Survey
<p>4. Provide Information Technology resources to further agency partnerships</p>	<ul style="list-style-type: none"> a) Further acceptance and use of electronic disclosure with the Crown Attorney’s office b) Continue to promote the sharing of information between other police agencies 	<ul style="list-style-type: none"> • Progress Report (e.g., number of cases produced in electronic format and number of requests for electronic disclosure) • Percentage of officers that have access to LEIP (Law Enforcement Information Portal)

**SECTION 3****Goals and Objectives*****GOAL # 4 – Enhance Communications***

“Effective communication” is recognized by the LPS as one of the critical factors in achieving the organization’s Vision of Success. As a result, the LPS will continue to enhance information and technology resources and develop communications strategies to ensure greater linkages and effective interaction at all levels within the Service and the community.

Objective	Action Plan	Performance Indicator
1. Develop and implement strategies to promote and enhance LPS Image	<ul style="list-style-type: none">a) Develop media releases to increase public awareness of LPS programs and servicesb) Develop a promotional package (e.g., video series) to raise public awareness of the LPS programs and servicesc) Develop a list of LPS topics available for presentation to external groupsd) Develop a standard format for communications (e.g., emails, presentations)	<ul style="list-style-type: none">• Progress Report of promotional strategies• Increase in public’s level of knowledge about the LPS (Results from Public Needs Survey)
2. Ensure effective management communications	<ul style="list-style-type: none">a) Continue to conduct regular focus groups throughout the organizationb) Explore opportunities to communicate the strategic direction throughout the organization	<ul style="list-style-type: none">• Results of the Internal Needs Survey and Focus Groups
3. Enhance line of communications between various segments within the organization	<ul style="list-style-type: none">a) Review and promote In-Service training for civiliansb) Develop an employee orientation packagec) Implement education awareness strategies for patrol and communications to enhance awareness and understanding of their different roles (e.g., job shadow and ride alongs)d) Explore sharing expert training through various formats (e.g., session on packaging evidence)	<ul style="list-style-type: none">• Results of the Internal Needs Survey and Focus Groups
4. Provide Information and Technology resources to enhance communications	<ul style="list-style-type: none">a) Provide access to the Intranet for officers from their patrol vehiclesb) Enhance the Intranet and Internet in terms of content, functionality, and user awareness	<ul style="list-style-type: none">• Implementation of Intranet access from patrol vehicles• Increase in number of Website hits

**SECTION 3****Goals and Objectives*****GOAL # 5 – Ensure Effective Resource Management***

The LPS recognizes the importance of careful planning and effective management of resources including staff, equipment, facilities, and technical infrastructure. As a result, the following objectives and action plans have been developed to ensure the Service is structured effectively to support and facilitate the needs of the organization and the community.

Objective	Action Plan	Performance Indicator
1. Ensure facilities are being developed to meet the long-term requirements of the organization	a) Proceed with the facilities' expansion project	<ul style="list-style-type: none"> Progress Report on facilities' expansion project
2. Ensure efficient and effective deployment of resources	a) Conduct an annual review of the Beat Patrol Plan b) Conduct an Annual Workload Survey c) Evaluate effectiveness of specialty units (e.g., Investigation Response Unit, Alternate Response Unit) and ensure units are strategically deployed to meet the requirements of the Strategic Intelligence Analysis Committee d) Conduct a review of the Communications Section with respect to staff deployment	<ul style="list-style-type: none"> Year-end Activity Report Results of Workload Survey Results of Public Needs Survey
3. Implement strategies to develop a workforce that is more reflective and understanding of the community	a) Increase awareness of LPS employment opportunities to our diverse communities through the Diversity Officer Program b) Increase awareness of LPS employment opportunities to students through the Secondary School Resource Officer Program c) Continue to develop strategies to retain and enhance diversity within the LPS	<ul style="list-style-type: none"> Progress Report of Strategies
4. Ensure effective Human Resource Management, Development, and Supervision	a) Provide Performance Management System training to ensure effective use of the System (performance appraisals, promotions, and career development) b) Encourage members to participate in external professional development options through reimbursement programs and information related to available educational programs c) Ensure adequate supervisory training opportunities are provided	<ul style="list-style-type: none"> Results of the Performance Management System Survey and Focus Groups Number of Members participating in external training opportunities
5. Provide Information and Technology resources to support organizational needs.	a) Explore implementation of high speed wireless data network for patrol vehicles b) Continued implementation of GPS technology c) Continued refinement and implementation of hand-held computing technology d) Enhance resource management and crime analysis applications using business intelligence software e) Electronic capture of fingerprints and submission to RCMP f) Implement electronic capture and storage of digital images and video g) Explore voice recognition software for implementation h) Explore desktop "dash board" tools to enable managers to daily track and measure progress on their priorities	<ul style="list-style-type: none"> Information and Technology Progress Report Results of Internal Needs Survey and Focus Groups



SECTION 4

Implementation and Evaluation

The success of a business plan is determined by how well the organization executes the plan and achieves the goals and objectives. The LPS recognizes that good strategies require both “result-oriented” plans and “follow-through.”

The following approach was adapted from the previous business planning process to ensure that the action plans identified within the 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 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 Services Division 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.