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# London Police Service 2010-2012 Business Plan





**Badge of the London Police Service**

The logo featured on the cover of this document is the Badge of the London Police Service (LPS), which is part of the LPS armorial bearings petitioned to Buckingham Palace and granted by Her Majesty Queen Elizabeth II in May 2006.

The devices and different colours represent very specific attributes in *'Blazon'*, the language of heraldry, each being selected as very personal to the LPS. The centre shield is gold (generosity), taking the shape of our issued pocket badge. A second border of black (constancy or tenaciously staying the course) represents an additional layer of security for our citizens, whom we are sworn to protect. The inverted silver (peace and sincerity) chevron separates the two fields within the shield. The beaver represents industriousness, kept from the old London coat of arms on a blue (loyalty and truth) background. The key on a red (fortitude and magnanimity) background is our cell block key. The key represents the trust between our citizens and their police service, as well as our central role in maintaining the security of London.

London Police is boldly written in the annulus and is surrounded by a wreath of maple leaves which are multi-coloured representing police service and preparedness in all seasons. The maple leaf represents Canada and the trillium represents Ontario. The Royal Crown indicates that London Police serve the Crown's justice and uphold the Constitution and the rule of law.

A new motto was also adopted. The criteria was that the motto be written in Latin and should neither describe who we are, nor what we do. It had to be ageless and inspirational to our members, being just as valid sixty years from now as it is today. The unanimous choice was Detective Constable Zaia Lazar's submission, *'Facta Non Verba!'* (Deeds, not words!), or better still, deeds of valour, not talk, stressing the importance of action over conversation.

This Badge is reserved for special occasions/documents upon permission of the Chief of Police and does not replace the traditional LPS logo, which is displayed during the regular course of business.



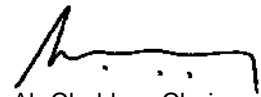
# *Message from the Chair of the Police Services Board*

On behalf of my colleagues on the London Police Services Board, I am pleased to present the 2010-2012 Business Plan. This plan provides objectives and action plans for the London Police Service over the next three years.

This Business Plan is a joint effort developed by the London Police Services Board and Police Administration as a result of extensive consultation with the London Police Association and the citizens of London, to provide the highest quality of police services to ensure the future safety and security of our city.

The main goals that will be addressed include: enhancing public safety; strengthening partnerships; improving communications; enhancing assistance to victims of crime; optimizing the infrastructure and technological capacity; and ensuring effective Human Resources management.

The London Police Service will continue to meet the needs of our community in a competent, courteous, and cooperative way and to deliver effective police services. We look forward to the next three years and the support of our communities.



Ab Chahbar, Chair



Ab A. Chahbar  
Chair



Joseph Hoffer  
Board Vice Chair



Mayor Anne Marie DeCicco-Best  
Board Member



Controller Gord Hume  
Board Member



Shanthi Radcliffe  
Board Member





# Message from the Chief

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 585 officers, 190 civilians, and 20 cadets in 2009. Through our dedicated members and community partnerships, the Service will continue to fulfill the purpose and future direction of this organization during the next three years, as reflected in this Business Plan.

In keeping with the guidelines of the Provincial Adequacy Standards, introduced in 1999, with respect to the business plan process, an extensive consultation process was undertaken throughout the fall of 2008, which included a series of community consultations, meetings with Boards of Education, business and community groups, and Municipal Council, as well as a public needs survey and internal survey of LPS employees. Information gleaned through the extensive consultation process and internal and external surveys, has enabled us to develop a plan of action that addresses the concerns of all stakeholders.

The goals, objectives, and action plans identified in the 2010-2012 LPS Business Plan will ensure that we consistently deploy resources to effectively address quality of life issues in the community, from road safety to major crime and protecting our children from cyber crime. We will continue to strengthen partnerships with the many community agencies and organizations with whom we interact regularly, as well as other police agencies, in the interests of providing the highest quality police service. In addition, enhanced assistance to victims of crime through crisis intervention services provided by our Family Consultant/Victim Services Unit, and through the services of our newly-established Domestic Violence Unit, will remain a priority.

The London Police Service understands the importance of a healthy work environment. To this end, ongoing evaluation of staffing levels and workload impacts will be considered, in addition to a greater focus on health and wellness by encouraging the involvement of employees in various fitness and health education initiatives. We are eagerly anticipating the completion of the first stage of our building expansion project, which will enable us to provide a greatly improved working environment and better serve the public.

We look forward to fulfilling the commitments of our new Business Plan. We are confident that we can build on our successes, to continue to make a positive difference in our communities. Thank you for your ongoing support to our policing efforts to keep the London community safe and secure.



Wm. Murray Faulkner, O.O.M.  
Chief of Police



Wm. Murray Faulkner  
Chief of Police



Bradley Duncan  
Deputy Chief, Operations



Ian Peer  
Deputy Chief, Administration





## **LONDON POLICE SERVICE 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**

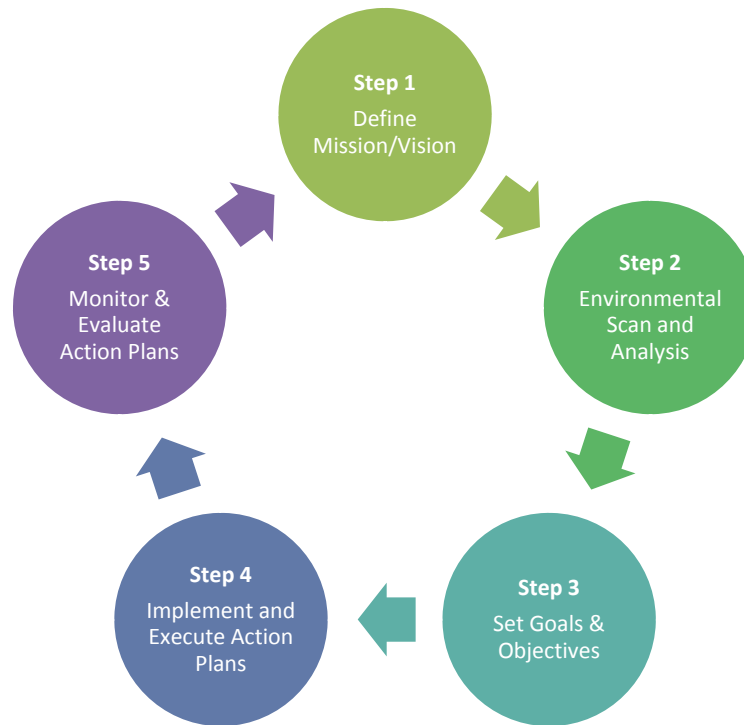
The London Police Service is dedicated to attaining the highest level of professionalism and accountability in its service to the citizens of London. Recognizing that our strength stems from our partnership with all sectors of the community, we envision an organization structured to meet the ever changing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



# *The London Police Service Business Planning Process*



The “2010-2012 London Police Service Business Plan” is the fourth in a series of business plans prepared in accordance with Ontario Regulation 3/99. The Ontario Regulation mandates police services to prepare a business plan, 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.



# Environmental Scan and Analysis

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





# GOAL # 1 – Enhance Public Safety

“Public Safety” continues to be a primary concern for the community. Frequently expressed through the public surveys and consultation process were concerns about road safety, drugs, weapons, youth, violence, and property crimes.

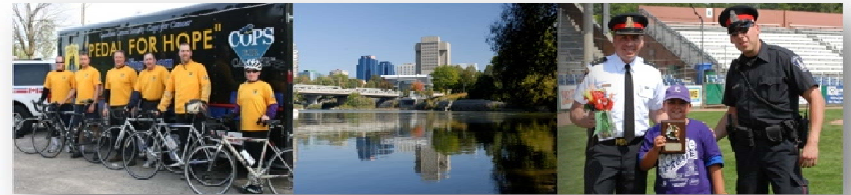


Objectives	Action Plans	Performance Indicators
1. Enhance Traffic Enforcement and Road Safety Initiatives	1.1 Increase traffic enforcement 1.2 Increase police visibility 1.3 Target high-risk driving behavior 1.4 Develop and implement TMU (Traffic Management Unit) road safety projects	<ul style="list-style-type: none"> <li>Level of public satisfaction (survey)</li> <li>Decrease in collisions and persons injured</li> <li>Year-end activity report &amp; statistics (e.g., Number of Provincial Offence Notices)</li> </ul>
2. Continue to work towards crime reduction through crime prevention, crime analysis and problem-oriented initiatives	2.1 Explore use of increased technology to enhance problem-oriented policing initiatives 2.2 Increase community awareness of Crime Prevention strategies 2.3 Engage citizens' participation in Crime Prevention programs 2.4 Increase focus on youth crime and gang activity	<ul style="list-style-type: none"> <li>Property Crime and Clearance Rates</li> <li>Revictimization rates (Residential B&amp;E, Auto Thefts)</li> <li>Year-end Crime Prevention Activity Report</li> <li>Number of Citizens participating in Crime Prevention</li> <li>Level of public satisfaction (survey)</li> <li>Youth crime rates</li> </ul>
3. Evaluate and enhance where necessary, the deployment plan and response to non-urgent, urgent, and emergency calls for service	3.1 Continue to monitor deployment and training for Patrol Units, Emergency Response Section, Public Order Unit, Incident Response Teams to ensure effective response 3.2 Explore feasibility of an enhanced automated patrol plan 3.3 Ensure response to 911 calls within three rings 3.4 Examine new patrol shift schedule for impacts on calls for service 3.5 Analyze GPS data in conjunction with the Uniform patrol plan review	<ul style="list-style-type: none"> <li>Maintain or improve measure of average call time, queue times, and response times (Code 1, 2, 3)</li> <li>Response to 911 calls (compliance rate - three rings)</li> <li>Progress report – automation of beat patrol plan</li> </ul>
4. Target drugs, weapons, and violent crimes	4.1 Increase intelligence gathering efforts relative to drugs, weapons, and violent crimes 4.2 Identify and track street gangs and their crime-related activities 4.3 Develop proactive enforcement measures relative to drugs, weapons and violent crimes	<ul style="list-style-type: none"> <li>Year-end Criminal Investigation Division Activity Report and enforcement statistics (e.g., violent crime and clearance rates)</li> <li>Number of enforcement strategic projects</li> <li>Number of intelligence projects</li> </ul>
5. Focus on proactive strategies to protect children from cyber crime	5.1 Enhance LPS' ability to examine forensically seized computers and cell phones 5.2 Partner with education systems to introduce proactive strategies into the school systems 5.3 Seek additional external funding (Provincial and Federal)	<ul style="list-style-type: none"> <li>Increase in the number of investigations and charges related to Internet-based crimes against persons</li> <li>Number of students educated on Internet safety</li> <li>Progress Report on educational strategies</li> <li>Presence of Government funding</li> </ul>



# GOAL # 2 – Strengthen Partnerships

The LPS recognizes the strength that stems from partnerships and will continue to work towards building and strengthening partnerships with all sectors of the London community. The LPS will also continue to develop partnerships on a local and national basis to improve interoperability with our law enforcement and emergency service partners.



Objectives	Action Plans	Performance Indicators
1. Continue to enhance the relationship with school boards	1.1 Coordinate a meeting with area Chiefs and School Board representatives 1.2 Develop and present educational package for principals on how to deal with incident and post-incident interactions with the media 1.3 Develop and present educational package for secondary VPs about gangs and symbols	<ul style="list-style-type: none"> <li>Year-end Activity Report</li> <li>Delivery of Training</li> </ul>
2. Improve interoperability with law enforcement and emergency service partners	2.1 Continue to work at the OACP and CACP level to enhance interoperability in Canada and among our neighbouring agencies 2.2 Complete the transition with the Fire Services to oneVoice Radio system and develop the facilities necessary to sustain the oneVoice system 2.3 Development of the Joint Emergency Services Operations Group which coordinates multi-agency training for responders	<ul style="list-style-type: none"> <li>Year-end activity report</li> <li>Successful implementation of oneVoice inclusion with Fire Services and policy surrounding the new city facilities such as the new radio tower</li> <li>Agencies training together</li> <li>Multi-agency use of equipment and supplies</li> </ul>
3. Continue to engage UWO & Fanshawe College to promote positive student behaviour within the community	3.1 Continue to participate in the Town & Gown Association of Ontario 3.2 Maintain strong working relationship with Off Campus Housing liaison 3.3 Continue to report student behaviour to UWO & Fanshawe College to facilitate educational sanctions 3.4 Review Fall & Spring LEARN Projects to identify behavioural changes 3.5 Explore and develop new strategies to address student behaviours	<ul style="list-style-type: none"> <li>Reduced calls for service in areas surrounding UWO &amp; Fanshawe College</li> <li>Year End Results – Project Learn</li> <li>Number of meetings/interactions with T&amp;GAO &amp; Off-Campus Housing</li> <li>Communications with UWO &amp; Fanshawe College regarding student relations</li> </ul>
4. Continue to partner with London CARES to develop alternate response to quality of life issues	4.1 Work with Outreach Program to provide better community response to quality of life issues 4.2 Develop annual evaluation component to quantify impact of Outreach to calls for service 4.3 Continue to participate on London CARES Steering and Operating Committees	<ul style="list-style-type: none"> <li>Number of calls for service referred to London CARES program</li> <li>Year-end Activity report</li> </ul>
5. Enhance relationships and partnerships through External Boards & Committees	5.1 Provide LPS employees with opportunities for personal growth and mentorship through boards/committees and volunteer work 5.2 Provide assistance to other organizations by filling in requests for volunteers 5.3 Provide LPS employees the opportunity to be acknowledged for their volunteer activities in the community	<ul style="list-style-type: none"> <li>Number of LPS representatives on external Boards/Committees</li> <li>Employee External Volunteer hours</li> <li>Feedback from membership and community partners</li> </ul>



# GOAL # 3 – Improve Communications

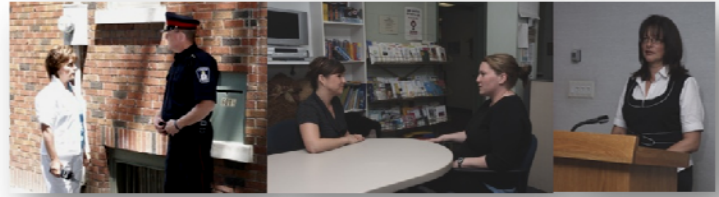


*“Developing effective Communications within our organization and with those we serve” continues to be a priority for the LPS and is recognized as one of the key factors in achieving the organization’s “Vision of Success.”*

Objectives	Action Plans	Performance Indicators
1. Enhance external access to information	1.1 Promote awareness of the LPS website 1.2 Promote media messaging through social networking mediums 1.3 Expand Crime Prevention Messaging through Internet-based mediums	<ul style="list-style-type: none"> <li>• Increase in public’s level of knowledge about the LPS (Results from Public Needs Survey)</li> <li>• Increase in number of Internet Website hits</li> </ul>
2. Improve internal access to information	2.1 Provide access from Mobile Data Terminals (MDT) to Intranet 2.2 Publish procedures to the Intranet to provide employees quick access to current information 2.3 Explore Blog project in CID to study the impact of such technology communication with the LPS. This would also include Wikis for gathering information and subject matter knowledge from senior employees	<ul style="list-style-type: none"> <li>• MDT/Intranet progress report</li> <li>• Increase in number of Intranet Website hits</li> <li>• Blog progress report</li> </ul>
3. Develop a long-term Corporate Communication Strategy	3.1 Enhance vertical and horizontal lines of communication between all areas of the organization 3.2 Effectively manage and enhance the LPS website	<ul style="list-style-type: none"> <li>• Progress report – Communication Strategies</li> <li>• Increase in staff meetings</li> <li>• Results from Internal Needs Survey</li> </ul>
4. Enhance and promote LPS image	4.1 Increase positive media (related to LPS activities) 4.2 Seek LPS Ambassador program/opportunities 4.3 Increase public awareness of members’ volunteer activities	<ul style="list-style-type: none"> <li>• Number of Commendations/Thank yous</li> <li>• Results from Public Needs Survey</li> </ul>
5. Enhance communications to all levels of Government	5.1 Seek opportunities to interact with Municipal, Provincial and Federal representatives 5.2 Provide ride-along opportunities for Municipal, Provincial, and Federal representatives	<ul style="list-style-type: none"> <li>• Progress report on interactions with multi-levels of Government</li> <li>• Number of participants/attendees from multi-levels of Government</li> </ul>



# GOAL # 4 – Enhance Assistance to Victims of Crime



The LPS is strongly committed to enhancing assistance to victims of crime and tragic events. As a result, the LPS will continue to seek opportunities to enhance crisis intervention tools and to work with Police and Community Partners towards a collaborative response to victims of crime and abuse.


Objectives	Action Plans	Performance Indicators
1. Continue to provide effective crisis intervention services through the Family Consultant/Victim Services Unit (FC/VSU) to victims of crime and tragic events	1.1 Liaise with LPS employees through internal communications and training 1.2 Liaise with community partners regarding the needs of victims of crime and tragic events 1.3 Conduct satisfaction surveys	<ul style="list-style-type: none"> <li>Number of FC/VSU internal and external education and development events</li> <li>Number of crisis interventions</li> <li>Results of satisfaction surveys</li> </ul>
2. Seek opportunities to enhance Crisis Intervention Tools	2.1 Obtain Eye Movement Desensitization and Reprocessing (EMDR) Certification for the FC/VSU Team 2.2 Establish a diverse local and international EMDR Research & Evaluation Team including representatives from the international academic community and local service providers 2.3 Seek external funding for EMDR research 2.4 Conduct EMDR intervention research/pilot project	<ul style="list-style-type: none"> <li>Commitment from members of international academic community and local service providers to research</li> <li>Report on preliminary findings/outcomes of EMDR interventions</li> </ul>
3. Work with Police and Community Partners to Establish a Collaborative Response to Senior Victims of Crime and Abuse	3.1 Continue to invest in the growth and development of Project Senior and develop a collaborative community model 3.2 Educate the public and community service providers identifying and responding to elder abuse through various strategies 3.3 Explore opportunities to enhance safety for wandering persons	<ul style="list-style-type: none"> <li>Establishment of specific protocol for information sharing &amp; joint intervention</li> <li>Progress Report</li> </ul>
4. Work with key police and community partners to develop a collaborative community model to increase the safety of victims of high risk domestic violence offenders	4.1 Enhance communication and education between stakeholders to increase victim safety 4.2 Provide ongoing safety planning & support for victims that specifically considers changes to the offenders' circumstances 4.3 Enhance monitoring of offenders' circumstances to assess changing levels of risk 4.4 Improve understanding of dynamic risk assessment at the professional & community level	<ul style="list-style-type: none"> <li>Establishment of specific protocol for sharing information related to assessment of risk and safety planning</li> <li>Availability of information and education tools</li> <li>Progress Report</li> </ul>



# GOAL # 5 – Optimize Infrastructure & Technological Capacity



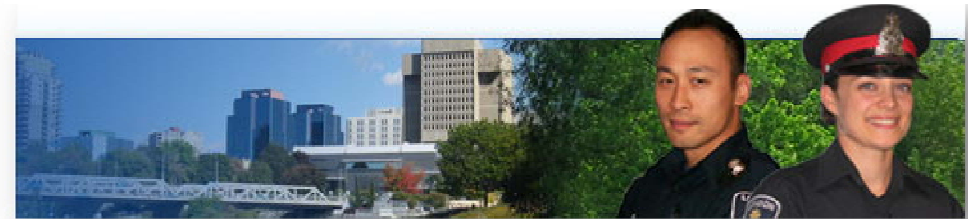
As our organization grows to meet the ever-changing needs of our increasing population, so too is the need to optimize our “Infrastructure and Technology.” Through our facility expansion, technological advancements, and process improvements, the LPS will continue to carefully manage resources to ensure effective and efficient service delivery for the citizens of London.

Objectives	Action Plans	Performance Indicators
1. Ensure facilities are being developed to meet the long-term requirements of the organization	1.1 Proceed with Phase 2 of the facilities' expansion project which includes extensive renovations to the existing building 1.2 Ensure facility renovations address persons with special needs	<ul style="list-style-type: none"> <li>• Completion of phase 2 renovations</li> </ul>
2. Enhance Green capacity  Clean & Green	2.1 Develop and implement programs to divert landfill waste to recycling 2.2 Expand existing Green Fleet initiatives	<ul style="list-style-type: none"> <li>• Recycling Progress Report</li> <li>• Green Fleet Initiatives Report</li> </ul>
3. Improve the efficiency and effectiveness of service delivery	3.1 Develop and implement Service Excellence initiatives 3.2 Continue to develop and participate in benchmarking initiatives 3.3 Conduct random LPS program evaluations	<ul style="list-style-type: none"> <li>• Year end activity report</li> <li>• Public Satisfaction Levels (survey)</li> <li>• Program Evaluation Results</li> </ul>
4. Enhance Information & Technology Resources to further service delivery	4.1 Research feasibility of an on-line application for background checks 4.2 Develop processes and implement an on-line reportable occurrence reporting system	<ul style="list-style-type: none"> <li>• Information &amp; Technology progress report</li> </ul>
5. Enhance Information & Technology Resources to support internal needs	5.1 Complete implementation of desktop "dash board" tools to enable managers to track and measure progress on their priorities in real time 5.2 Explore feasibility of voice recognition software for implementation 5.3 Develop and implement strategies to enhance computer security and awareness	<ul style="list-style-type: none"> <li>• Information &amp; Technology progress report</li> </ul>





# GOAL # 6 – Ensure Effective Human Resource Management



Effective “HR Management” is one of the critical success factors in policing. Having “the right people with the right skills in the right job” requires effective HR strategies in order to attract, recruit, train, develop and retain high performing employees within a competitive labour market.

Objectives	Action Plans	Performance Indicators
1. Ensure that appropriate organizational structure and staffing levels are in place to meet current and future requirements	1.1 Ongoing evaluation of existing organizational structure to ensure optimal effectiveness and efficiency in terms of meeting current and future service delivery and program needs	<ul style="list-style-type: none"> <li>• Annual review of organizational chart</li> <li>• Submission of an annual HR Requirements report to the Chief</li> <li>• Annual divisional audit/staffing reviews</li> </ul>
	1.2 Through HR strategic management, monitor staffing levels, current and future workload impacts and project human resource requirements to optimize organizational capacity	
2. Develop strategies to ensure effective recruitment, selection and retention	2.1 Develop and implement recruitment initiatives to attract a diverse talent pool	<ul style="list-style-type: none"> <li>• Increase in applications</li> <li>• Increase in website hits on recruiting web pages</li> <li>• Number of diversity outreach initiatives/events</li> </ul>
	2.2 Enhance Internet recruiting strategies	
	2.3 Develop and implement retention strategies	
3. Enhance and promote development and training opportunities for all employees	3.1 Develop and deliver supervisory training	<ul style="list-style-type: none"> <li>• Number of training opportunities provided</li> <li>• Number of members participating in training opportunities</li> <li>• Number of members participating in e-Learning</li> </ul>
	3.2 Promote professional development through e-Learning	
	3.3 Support self-initiated learning	
	3.4 Explore and enhance career development strategies	
4. Enhance Health & Wellness opportunities	4.1 Develop a stronger Health & Wellness presence on the Intranet	<ul style="list-style-type: none"> <li>• Participants in Health &amp; Wellness Programs</li> <li>• Results from Health &amp; Wellness Survey</li> <li>• Progress Report – Health &amp; Wellness strategies</li> <li>• Number of Voluntary Fitness Pin participants</li> <li>• Number of EAP communications/activities</li> </ul>
	4.2 Conduct a Health & Wellness survey to gain employees’ perspectives	
	4.3 Develop and implement strategies to heighten awareness & better understanding of Health & Wellness (re: stressors unique to police environment)	
	4.4 Facilitate EAP (Employee Assistance Program) communications to employees	
5. Enhance employees understanding and appreciation towards diversity within the workplace and the community	5.1 Promote diversity training opportunities for all employees	<ul style="list-style-type: none"> <li>• Number of diversity training participants</li> <li>• Progress Report on Diversity strategies</li> <li>• Number of LPS participants with diverse groups within the community</li> <li>• Results of Internal Survey</li> </ul>
	5.2 Develop and implement incentives/recognition for employee achievements related to diversity	
	5.3 Promote events and other initiatives that celebrate diversity	
	5.4 Develop and implement strategies towards orienting employees with diversity	
	5.5 Participate on boards and committees representative of diverse groups within the community	



# *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:** An internal Tracking Tool was 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 Management Team. Each of the Business Plan objectives, performance indicators, and action plans are provided in detail within the Tracking Tool document. Accountabilities are also provided for each action plan. Progress will be closely monitored by the Corporate Services Division through regular communications with the Senior Management Team.

**Senior Management Team:** The Performance Management System for the Senior Management Team 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 Manager.

**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 (public document):** 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.

