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London Police Service



2013-2015 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.

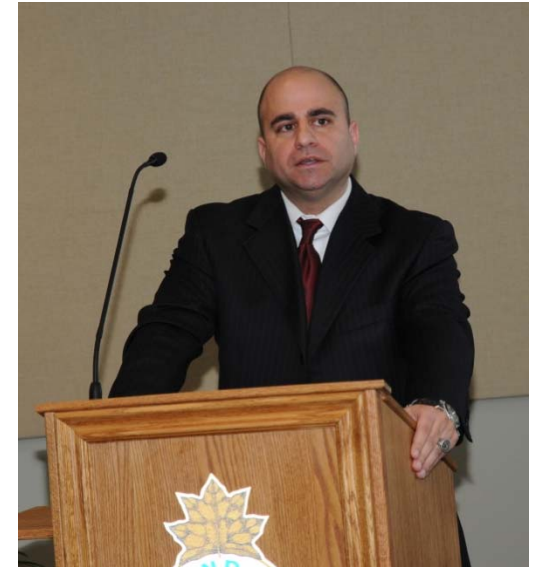
Message from the Chair of the Police Services Board

On behalf of my colleagues on the London Police Services Board, I am pleased to present the London Police Service's 2013 - 2015 Business Plan. This plan provides objectives and action plans for the London Police Service over the next three years.

This Business Plan, developed by the London Police Service and the London Police Services Board with input from the citizens of London and our community partners, was achieved through a series of public consultations. The 2013-2015 Business Plan is the roadmap to providing the highest quality of police service in order to ensure the safety, security and wellbeing of our city as we look toward the future of managing an extremely complex business with growing financial challenges. In addition, the London Police Services Board is engaged in exploring best practices and strategies for cost containment with other police services boards within the broader provincial context.

The London Police Service's commitment to community service and public safety is strong. We will continue to work at the highest possible levels of effectiveness and efficiency in serving and protecting the citizens of our great city. We look forward to the next three years working with our community partners to achieve more positive outcomes for Londoners and continuing our commitment to providing a quality work environment for our members.

Michael Deeb
Chair, London Police Services Board



Michael Deeb
Chair



Jeannette Eberhard
Board Vice Chair



Mayor Joe Fontana
Board Member



Councillor Judy Bryant
Board Member



Paul Paolatto
Board Member



Message from the Chief

I am pleased to present the London Police Service Business Plan for 2013 to 2015. This Business Plan is the result of a collaborative effort on the part of the London Police Service, the London Police Services Board, and the community at large, that began with a public needs survey, an employee needs survey, an extensive Workload Analysis, and a series of public consultations with our community/business partners and citizens. The development of the three-year Business Plan is in accordance with the guidelines of the Provincial Adequacy Standards, introduced in 1999, which mandate five core functions to be addressed by all police services in the province. They are:

- Crime Prevention
- Law Enforcement
- Assistance to Victims of Crime
- Public Order Maintenance
- Emergency Response

Through the extensive process outlined above, we have identified five areas on which to focus over the course of this Business Plan term. The current Business Plan, through the goals and objectives detailed herein, seeks the opportunity to redefine and realign the work in which the LPS engages, clearly understanding the need to be fiscally responsible. As important as these goals and objectives are, we also must address the need to retain our core services through a strong, viable presence and the ability to address calls for service in a timely, yet effective, manner. The goals of the 2013-2015 Business Plan include the following:

- Goal #1 – Provide London with a Safe and Secure Community
- Goal #2 – Protect and Assist Vulnerable Persons in our Community
- Goal #3 – Continue Efforts to Deliver Efficient and Cost Effective Service
- Goal #4 – Provide a Quality Work Environment Attaining the Highest Level of Professionalism and Accountability to our Community
- Goal #5 – Strengthen Communications, Community Outreach, and Partnerships

In light of the complex environment we currently face and the economic pressures facing the community, the London Police Service continues to find efficiencies and explore alternative cost effective services to ensure the operations of this Service are conducted in a fiscally responsible manner. Internally, we are continually examining our organizational structure, work processes and position responsibilities, to streamline work flow to ensure the best use of our human resources.

Moving forward, all of us are only too well aware of the economic impacts that are resulting in concerns being raised over the costs associated to policing. We are not immune to issues that have surfaced in other jurisdictions. Policing our communities is complicated and requires the ability to provide services to a variety of stakeholders. We will continue to seek opportunities to realize operational efficiencies, while at the same time understanding that our core services, our mandated services such as uniformed patrol and investigative services, are maintained at optimum levels.

Bradley S. Duncan, M.O.M.
Chief of Police



Bradley S. Duncan
Chief of Police



Brent Shea
Deputy Chief, Operations



John Pare
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

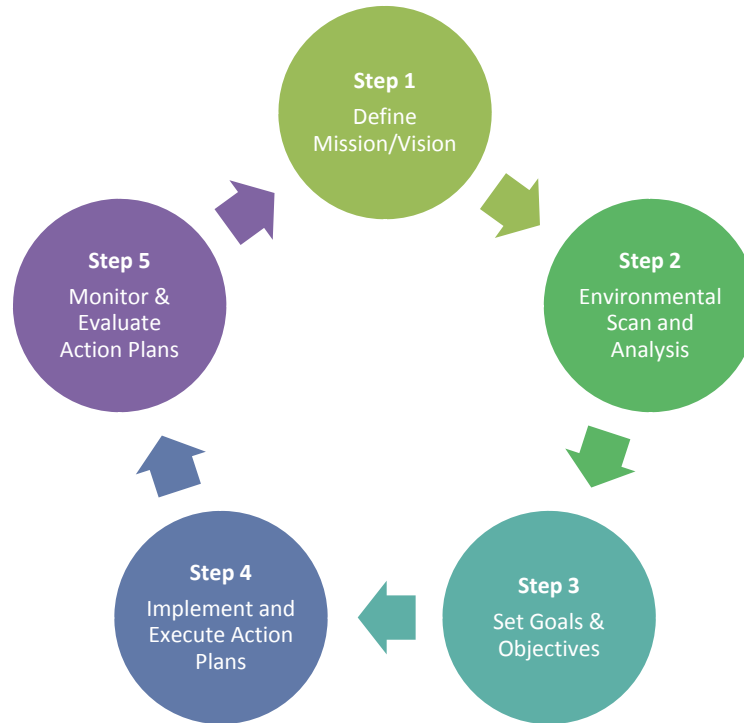
Recognizing that our strength stems from our partnership with all sectors of the community, we envision an organization structured to meet the changing needs of citizens and our profession.

Our success in accomplishing this goal depends on our ability to:

- Provide optimum public safety and security to enhance the quality of life in the community;
- Foster trusting, caring partnerships with the community in all its diversity;
- Develop effective communications within our organization and with those we serve;
- Promote a safe and equitable workplace, allowing for the professional development of employees to their fullest potential;
- Promote training and lifelong learning; and
- Acquire and use resources efficiently and responsibly.



The London Police Service Business Planning Process



The “2013-2015 London Police Service Business Plan” is the fifth 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.

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.

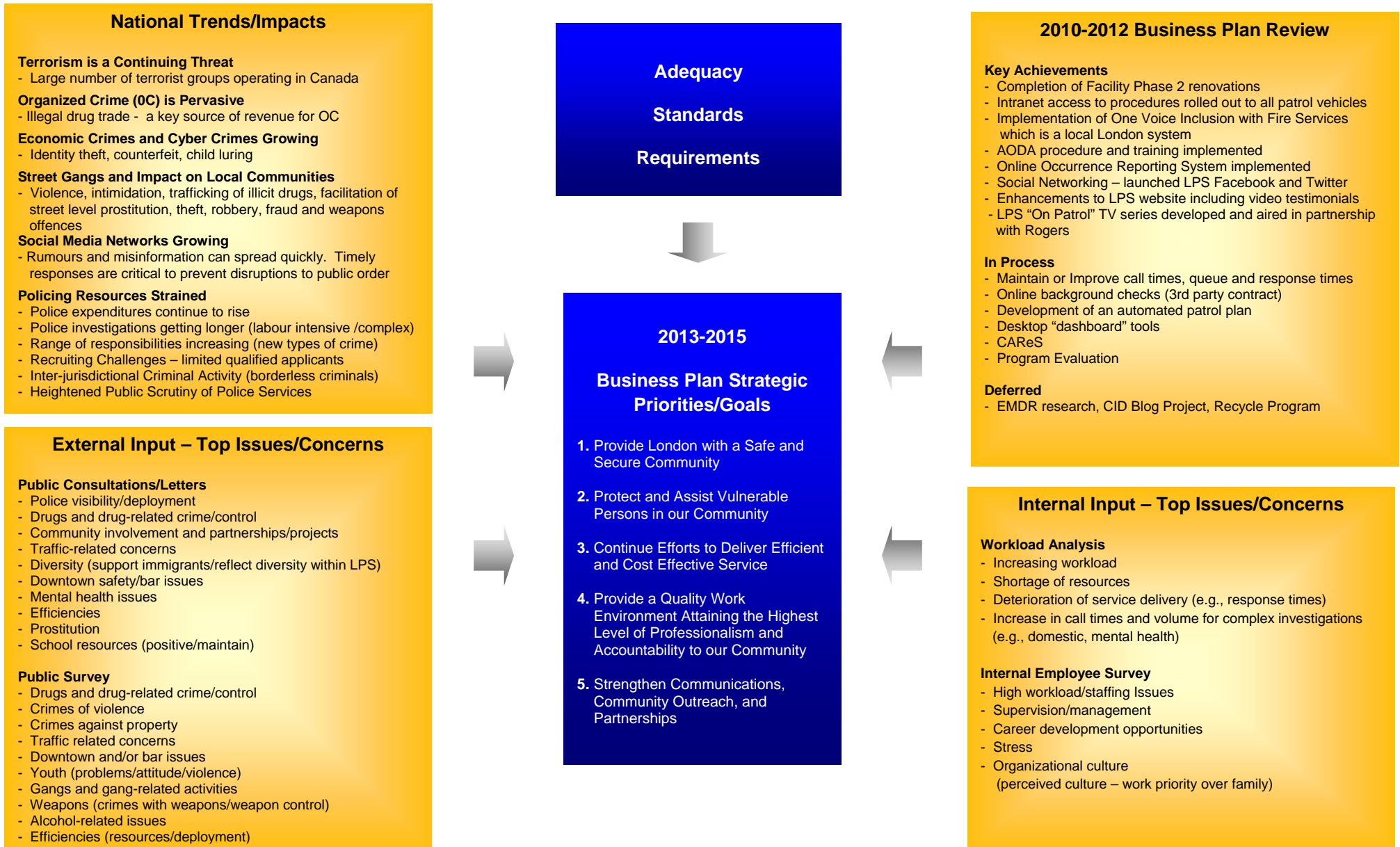
Annual Audit: The Annual Compliance Audit is a tool that is useful in the Implementation and Evaluation process for many aspects of the organization, including some of the elements of the Business Plan. The Audit is designed to ensure that LPS Procedures, legislated provincial standards, and accepted 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.

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 - Provide London with a Safe and Secure Community



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

Objectives	Action Plans	Performance Indicators
1. Evaluate and enhance, where necessary, the deployment plan and response to non-urgent, urgent, and emergency calls for service	1.1 Continue to monitor deployment and training for Patrol Units, Emergency Response Section, Public Order Unit, Incident Response Teams to ensure effective response 1.2 Explore feasibility of an enhanced automated patrol plan 1.3 Ensure response to 911 calls within three rings	<ul style="list-style-type: none"> Maintain or improve measure of average call time, queue times, and response times (Code 1, 2, 3) Response to 911 calls (compliance rate - three rings)
2. Target drugs, weapons, and violent crimes	2.1 Continue enforcement efforts relative to drugs, weapons, and violent crimes 2.2 Identify and track street gangs and their crime-related activities	<ul style="list-style-type: none"> Year-end Criminal Investigation Division Activity Report and enforcement statistics (e.g., violent crime and clearance rates) Number of enforcement strategic projects Number of Intelligence projects
3. Continue to work towards crime reduction through crime prevention, crime analysis and problem-oriented initiatives	3.1 Expand use of technology, social media, and video to enhance problem-oriented policing initiatives and combat crime (e.g., cyber crime) 3.2 Increase community awareness of Crime Prevention strategies 3.3 Engage citizens' participation in Crime Prevention programs 3.4 Focus on youth crime and gang activity 3.5 Enhance activities and outreach of the Street Gang Unit through engagement with community partners	<ul style="list-style-type: none"> Property crime and clearance rates Revictimization rates (Residential B&E, Auto Thefts) Year-end Crime Prevention Activity Report Youth crime rates Level of public satisfaction (survey)
4. Increase officer visibility	4.1 Ensure continuous review of resources and corresponding workload in conjunction with the 2010 Workload Analysis 4.2 Ensure consistency in community and downtown patrols (e.g., foot patrols assigned to specific business and community areas)	<ul style="list-style-type: none"> Level of public satisfaction Activity Report (e.g., direct patrols)
5. Improve traffic enforcement/road safety	5.1 Ensure consistent strategic enforcement of identified areas (directed patrols) 5.2 Publicize enforcement initiatives and results 5.3 Provide training for drug impaired driving detection	<ul style="list-style-type: none"> Year-end report (e.g., # of collisions, impaireds) Number of traffic-related media announcements Drug impaired enforcement statistics
6. Improve the police response to, and the monitoring of, high risk offenders	6.1 Expand the mandate of mobile surveillance to proactively monitor high risk offenders 6.2 Centralize the coordination/tracking of high risk offenders by expanding the High Risk Individual Unit to include the Sex Offender Registry Coordinator 6.3 Expand the duties of the High Risk Individual Coordinator to include training for specialized threat assessments	<ul style="list-style-type: none"> Increase in % of surveillance requests initiated Increase in proactive investigations (re: high risk offenders) Increase in number of compliance checks on known high risk offenders Increase in the number and quality of threat assessments



GOAL # 2 - Protect and Assist Vulnerable Persons in our Community




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, the vulnerable and at-risk persons.

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 Continue to liaise with LPS employees through internal communications and training 1.2 Conduct a satisfaction survey with agencies and officers 1.3 Continue to offer input towards community-based services and respond to gaps in service related to populations served by the FC/VSU 1.4 Continue to develop the FC/VSU Professional Advisory Council	<ul style="list-style-type: none"> Number of crisis interventions Level of satisfaction (<i>officers and agencies</i>) Number of FC/VSU public education and community development events Broad representation of community groups on Professional Advisory Council
2. Work with key police and community partners to enhance response to seniors as victims of abuse and neglect	2.1 Focus public education to target crime prevention initiatives 2.2 Investigate alternatives to criminal charges, such as restorative justice initiatives	<ul style="list-style-type: none"> Progress Report
3. Develop an LPS response to human trafficking	3.1 Establish a working definition and terms of reference for human trafficking 3.2 Determine best practices among police services to address human trafficking 3.3 Collaborate on training initiatives aimed at education for police on indicators of trafficking and intervention strategies	<ul style="list-style-type: none"> Terms of reference and working definition established Activity Report Number of training initiatives/members trained
4. Continue to build and strengthen partnerships to support the needs of At-Risk populations (sex trade workers)	4.1 Continue to work collaboratively with community agencies, probation and parole 4.2 Continue on going partnership with London Intercommunity Health Centre 4.3 Continue pilot partnership work with Regional Mental Health	<ul style="list-style-type: none"> Improved access to appropriate services Tracking of women exiting the sex trade lifestyle Increase in women registered in as patients and receiving health care Increase in mental health assessments and women receiving treatment

GOAL # 3 - Continue Efforts to Deliver Efficient and Cost Effective Service



The LPS will continue to carefully manage resources, research best practices and explore alternate processes to ensure efficient and cost effective service delivery for the citizens of London. Also, 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.”

Objectives	Action Plans	Performance Indicators
1. Improve the efficiency and effectiveness of service delivery	1.1 Develop and implement program evaluation system 1.2 Seek and implement efficiencies and best practices where feasible 1.3 Explore alternate forms of service delivery 1.4 Further centralization of payroll 1.5 Pursue funding/grant opportunities and partnerships 1.6 Continue Calls for Service Review (e.g., tiered response review)	<ul style="list-style-type: none"> • Program Evaluation Progress Report • Annual Efficiencies/Best Practices Report • # of Funding/grant applications/success rate • Calls for Service Progress Report
2. Continue to collaborate with community partners to ensure an appropriate and effective police response to persons with mental health (MH) issues	2.1 Establish a Community Acute Mental Health (MH) Crisis Response strategy 2.2 Develop and implement a new protocol to ensure efficient hand-over of “MHA (Mental Health Act) Section 17” apprehended persons to the appropriate external services 2.3 Reduce and de-emphasize police and justice involvement with MH individuals while ensuring the appropriate assistance is provided	<ul style="list-style-type: none"> • Progress Report – Community Acute MH Crises Response Strategy • Progress Report - Hand-over Protocol • Maintain or reduce call times re: MH related calls • Delivery of training to front-line officers re: response to MH calls
3. Enhance Information & Technology Resources to further service delivery and support internal needs	3.1 Continue to implement voice recognition software 3.2 Pilot use of in-camera video recording systems on front line patrol vehicles 3.3 Implement phase 2 of the online reportable occurrence reporting system (e.g., online autism registry) 3.4 Enhance customer service for criminal record checks and freedom of information requests 3.5 Test the feasibility of implementing video technology for recording statements 3.6 Technology service delivery annual review	<ul style="list-style-type: none"> • Information & Technology progress report
4. Ensure facilities meet the long-term requirements of the organization	4.1 Develop Asbestos management plan to remove remaining asbestos at LPS Headquarters 4.2 Design and develop LPS Headquarter’s interior space plans to ensure the organization’s requirements are met 4.3 Ensure facility renovations address persons with special needs	<ul style="list-style-type: none"> • LPS HQ asbestos free • Adequate, efficient, functional facilities for all LPS members • Compliance with Ontario AODA and City of London FAD requirements
5. Enhance Green capacity  Clean & Green	5.1 Develop and implement programs to divert landfill waste to recycling 5.2 Expand existing Green Fleet initiatives	<ul style="list-style-type: none"> • Recycling Progress Report • Green Fleet Initiatives Report



GOAL # 4 - Provide a Quality Work Environment Attaining the Highest Level of Professionalism and Accountability to our Community



Effective “HR Management” and a “Quality Work Environment” are 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 1.2 Through HR strategic management, monitor staffing levels, current and future workload impacts and project human resource requirements to optimize organizational capacity	<ul style="list-style-type: none"> Annual review of organizational chart Submission of an annual HR Requirements report to the Chief Annual divisional audit/staffing reviews
2. Develop strategies for effective recruitment, selection and retention	2.1 Develop and implement recruitment initiatives to attract a diverse candidate pool 2.2 Enhance Internet recruiting strategies 2.3 Develop and implement retention strategies	<ul style="list-style-type: none"> Increase in applications Increase in website hits on recruiting web pages Number of diversity outreach initiatives/events
3. Promote career development and training opportunities for all employees	3.1 Develop and deliver enhanced supervisory training 3.2 Develop new training specifically for civilian supervisors 3.3 Create mentoring program for new supervisors 3.4 Expand professional development through e-Learning 3.5 Continue to support self-initiated learning	<ul style="list-style-type: none"> Number of training opportunities provided Number of members participating in training and mentoring opportunities Number of members participating in e-Learning
4. Enhance employee Health & Wellness	4.1 Develop and implement strategies to heighten awareness & better understanding of Health & Wellness (re: stressors unique to police environment) 4.2 Promote a psychologically healthy work place 4.3 Facilitate EAP (Employee Assistance Program) communications to employees 4.4 Develop and implement a back to work program	<ul style="list-style-type: none"> Participants in Health & Wellness programs Results from Health & Wellness survey Progress Report – Health & Wellness strategies (e.g., Business Health Culture Index results) Number of voluntary fitness pin participants Number of EAP communications/activities
5. Continue to develop a service that is more reflective and understanding of the diverse community we serve	5.1 Conduct employee demographics to determine diversity 5.2 Continue to participate in diversity-related events to build relationships and enhance recruitment opportunities 5.3 Train recruiters and interviewers in matters of cultural bias	<ul style="list-style-type: none"> Demographic results Diversity Activity Report (e.g., # of diversity events) Recruiter Diversity Training Progress Report



GOAL # 5 - Strengthen Communications, Community Outreach, and Partnerships



“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.” The LPS also recognizes the strength that comes from partnerships and will continue to collaborate and strengthen partnerships on a local and national basis.

Objectives	Action Plans	Performance Indicators
1. Improve external access to information	1.1 Enhance and promote awareness of the LPS website 1.2 Increase media messaging through social networking mediums 1.3 Expand LPS social media (e.g., YouTube, Twitter, Facebook)	<ul style="list-style-type: none"> • Results from Public Needs Survey • Increase in Internet website/social media hits • Maintain or increase in number of media messages released
2. Promote LPS image	2.1 Develop and partner with Rogers for “On Patrol 2” TV Series 2.2 Increase positive media (related to LPS activities) 2.3 Increase public awareness of members’ volunteer activities	<ul style="list-style-type: none"> • Number of positive feedback messages received • Number of positive media releases • Results from Public Needs Survey
3. Improve internal communications through the development of a comprehensive strategic communication plan	3.1 Publish message from the Chief on a quarterly basis 3.2 Explore social media (e.g., blogs, webcasts) and implement, if feasible, to communicate to members 3.3 Communicate and integrate the business plan strategy (goals, objectives and action plans) throughout the organization 3.4 Installation of information monitors within LPS Headquarters	<ul style="list-style-type: none"> • Communication Plan Progress report • Increase in employee use of internal communication tools (e.g., Intranet, blogs) • Results of Internal Survey/Consultations
4. Strengthen support for the diverse populations within the community	4.1 Continue to reach out to immigrants and diverse communities (e.g., newcomers presentations) 4.2 Expand multi-lingual printed communications 4.3 Continue to partner with the Ministry of Education for Specialized Language Training for Law Enforcement (SLT)	<ul style="list-style-type: none"> • Progress report (# of events, interactions) • Number of multi-lingual communiqués/releases • Feedback received from SLT program • Number of ESL (English as a second language) persons enrolled in Citizens Academy
5. Continue to enhance relationship with schools, colleges and universities	5.1 Meet regularly with elementary and secondary school staff to maintain effective service delivery and to ensure LPS educational materials are in compliance with school curriculum 5.2 Continue to effectively manage the crossing guard program and provide resources towards the YMCA Children’s Safety Village, and student educational programs (e.g., lectures on drugs and cyber crime awareness) 5.3 Continue to engage UWO and Fanshawe College to promote positive student behaviour within community	<ul style="list-style-type: none"> • Progress report (school activities/meetings)

