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# London Police Service Business Plan 2007 Annual Report

Prepared for the

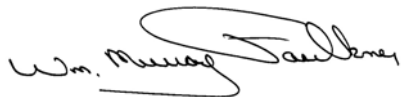
London Police Services Board Meeting  
March 2008

*“Facta Non Verba - Deeds Not Words”*

*I am pleased to present the LPS Business Plan 2007 Annual Report. This Report has been prepared in accordance with the Adequacy Standards Regulation which requires police services to prepare, for the Police Services Board, an annual report on the progress of the current Business Plan.*

*Members may note that this Report is the first progress report for the three-year London Police Service Business Plan (2007-2009). The Report is comprehensive in that it not only provides a progress report for each of the LPS Business Plan's objectives and performance indicators, but it also provides progress information on each of the corresponding action plans. The year "2006" has been established as the baseline measurement for performance indicator comparisons, where applicable.*

*I would like to acknowledge each of the Division Commanders and their staff for their commitment towards our Business Plan and recognize the challenges they face in ensuring the goals and objectives are achieved within the prescribed timelines.*

A handwritten signature in black ink, appearing to read "Wm. Murray Faulkner". The signature is fluid and cursive, with a large loop at the end.

*Wm. Murray Faulkner,  
Chief of Police.*

# GOAL # 1

## Enhance Community Safety

### Objective # 1 - Continue to develop strategies to increase officer visibility/presence

Action Plans	Progress
a) Increase the number of officers assigned to the Community Oriented Response Unit and Community Foot Patrol Unit	<p><b>Jan. 2007:</b> Two additional officers were assigned to the Community Foot Patrol Unit.</p> <p><b>Apr. 2007:</b> Five additional officers were assigned to the Community Oriented Response Unit.</p>
b) Continue to establish the Secondary School Resource Officer Program	<p>In 2007, the Secondary School Resource Officer Program completed its first full school year and began its second. An evaluation was done based on the 2006/2007 school year related to calls for service and service delivery satisfaction.</p> <p><i>Refer to performance indicator (ii) for evaluation information.</i></p>
c) Explore alternatives to optimize effectiveness of patrol deployment	<p>The Uniformed Division (UD) continues to review the beat patrol plan and staffing formula on a regular and ongoing basis to ensure optimum effectiveness in deployment of resources. The current beat patrol plan remains effective for the deployment of patrol resources. Staffing shortages were encountered throughout the UD Patrol Sections during 2007 largely as a result of significant increases in maternity/parental leave and leave allotment due to increasing staff seniority.</p> <p>During 2007, the working schedule of the Community Foot Patrol Unit was reviewed and will be adjusted to provide increased visibility/presence in the Downtown Core and Core East areas. The Alternate Response Unit and Headquarters Reception Unit schedules were also reviewed and will be adjusted to ensure optimal coverage.</p>

Performance Indicators	Results												
i. Increase in the level of public satisfaction (results of the Public Needs Survey)	Public Needs Survey scheduled - Fall 2008												
ii. Results from the evaluation of the Secondary School Resource Officer Program	<p>A comparison was made based on total calls for service to the 20 Secondary Schools, during the 2004/2005 and 2005/2006 school years and then compared to the 2006/2007 school year. There was found to be an approximately 30% overall reduction in calls for service to the schools responded to by Patrol Officers. The officers have delivered a variety of lectures resulting in 9705 students (240% increase) being educated in the "DAP" (drug awareness program). As well, 1596 students (918% increase) received the "IMPACT" (the dangers of impaired driving) presentation. Both of these increases are based on numbers compared to the previous school year, prior to the implementation of the SSRO program.</p> <p>The officers have also partnered with the schools by being part of the safe schools committees and parent teacher committees. They are actively involved in the student suspension and re-entry process. In 2008, the program will continue to move forward with surveys planned to assess the perceived safety and level of service from the point of view of students and teachers, as well as the school administrations.</p>												
iii. Progress Report – alternative deployment strategies	<p>Technology Services, Uniformed Division, and Crime Analysts are evaluating the yearly patrol deployment process. Automating the current manual analysis process and reviewing the Calls for Service throughout the year may result in seasonal deployment and a more effective use of resources.</p> <p>During 2007, the complement of several Units were increased as follows:</p> <table border="1" data-bbox="865 1308 1495 1753"> <thead> <tr> <th data-bbox="865 1308 1076 1392">Unit</th> <th data-bbox="1076 1308 1284 1392">Increase in 2007</th> <th data-bbox="1284 1308 1495 1392">Total Complement in 2007</th> </tr> </thead> <tbody> <tr> <td data-bbox="865 1392 1076 1530">Community Oriented Response Unit</td> <td data-bbox="1076 1392 1284 1530">5 Officers</td> <td data-bbox="1284 1392 1495 1530">15</td> </tr> <tr> <td data-bbox="865 1530 1076 1642">Community Foot Patrol Unit</td> <td data-bbox="1076 1530 1284 1642">2 Officers</td> <td data-bbox="1284 1530 1495 1642">12</td> </tr> <tr> <td data-bbox="865 1642 1076 1753">Alternate Response Unit</td> <td data-bbox="1076 1642 1284 1753">4 Officers</td> <td data-bbox="1284 1642 1495 1753">14</td> </tr> </tbody> </table>	Unit	Increase in 2007	Total Complement in 2007	Community Oriented Response Unit	5 Officers	15	Community Foot Patrol Unit	2 Officers	12	Alternate Response Unit	4 Officers	14
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Community Oriented Response Unit	5 Officers	15											
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Alternate Response Unit	4 Officers	14											

## **GOAL # 1 (continued)**

### **Objective # 2 - Target drugs, weapons, and violent crimes**

<b>Action Plans</b>	<b>Progress</b>
a) Increase intelligence gathering efforts relative to drugs, weapons, and violent crimes	The area of intelligence gathering efforts has been increased through enforcement, education, and training by members of the LPS. A number of street level projects were initiated in 2007 targeting drugs, weapons, and violent crimes. Project Disarm was initiated to target the criminal use of firearms. Street level drug and prostitution projects were aggressively pursued in 2007. The information gathered by the project members through investigations and confidential human sources was relayed to members of the LPS that assisted with other investigations. The information was also reviewed by the Crime Analysis Unit and disseminated at operational meetings, including the Strategic Intelligence Analysis Committee. Training was increased for members on the Informant Development Course, C24 Lawful Justification Course and Investigative Interviewing course, which assisted in the intelligence gathering process.
b) Identify street gangs and their crime-related activities	The Youth Crime Unit of the Criminal Investigation Division is responsible for the identification and monitoring of street gangs. This information is shared with members of the LPS and other services as required. The Unit also worked with the City of London Social Services to develop programs as an alternative to involvement with gangs. The Unit has provided 31 Gang Awareness presentations in 2007 to educators, social workers, and corrections officers to raise awareness in this area. Training through these presentations was provided in the identification and recognition of gang related behaviours. In addition, the Supervisor on the Unit is on the organizing committee for the Ontario Gangs Investigators Association. This association presents an annual conference to over 500 gang investigators from across Canada and the United States that assists with the sharing of information and intelligence gathering on gang activity.
c) Develop proactive enforcement measures relative to drugs, weapons, and violent crimes	In 2007, a number of proactive projects were initiated to combat drugs, weapons, and violent offences. The information learned from those projects is disseminated through a number of means including the Strategic Intelligence Analysis Committee and the Crime Analysis Unit. That information is provided to all members of the LPS on a daily basis through an Active Crime Report. In addition, members of the Crime Analysis Unit attend the Uniformed Division shift briefings to ensure the front line members receive current information.
d) Deploy one position to the Provincial Weapons Unit	In April 2007, a member of the Criminal Investigation Division was seconded to the Ontario Provincial Police Provincial Weapons Enforcement Unit.

Performance Indicators	Results																												
i. Year-end activity reporting and enforcement statistics (e.g., violent crime and clearance rates)	<p style="text-align: center;"><b>Year-End Activity Report Violent Crime and Clearance Rates</b></p> <table border="1" data-bbox="805 422 1495 846"> <thead> <tr> <th>Offence</th> <th># Reported In 2007</th> <th>% Increase/Decrease Compared to 2006</th> <th>Clearance Rate for 2007</th> </tr> </thead> <tbody> <tr> <td>Homicide</td> <td>5</td> <td>0%</td> <td>120% *</td> </tr> <tr> <td>Attempted Murder</td> <td>3</td> <td>-79%</td> <td>200% *</td> </tr> <tr> <td>Sexual Assault</td> <td>247</td> <td>+22%</td> <td>73%</td> </tr> <tr> <td>Assault</td> <td>2405</td> <td>+3%</td> <td>76%</td> </tr> <tr> <td>Abduction</td> <td>44</td> <td>0</td> <td>86%</td> </tr> <tr> <td>Robbery</td> <td>285</td> <td>-28%</td> <td>51%</td> </tr> </tbody> </table> <p><i>* Note: Some of the clearance rates will be greater than 100% due to carry over of 2006 occurrences that were cleared in 2007.</i></p>	Offence	# Reported In 2007	% Increase/Decrease Compared to 2006	Clearance Rate for 2007	Homicide	5	0%	120% *	Attempted Murder	3	-79%	200% *	Sexual Assault	247	+22%	73%	Assault	2405	+3%	76%	Abduction	44	0	86%	Robbery	285	-28%	51%
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ii. Number of strategic projects	<p>In 2007, there were 35 proactive projects initiated by the LPS. These projects targeted drugs, weapons, prostitution, robberies, stolen vehicles, break and enters, and intelligence gathering, to name a few. The projects resulted in the arrest of 194 suspects, the laying of 581 Criminal Code and 1880 Provincial Offences Act charges.</p>																												

# GOAL # 1 (continued)

## Objective # 3 - Enhance traffic enforcement

Action Plans	Progress
a) Publicize enforcement initiatives and results (e.g., speeding, aggressive driving, unsafe vehicles)	<i>Refer to performance indicator (I) for progress report and results.</i>
b) Enhance traffic-related training for patrol officers (e.g., In-Service training)	<p>During 2007:</p> <ul style="list-style-type: none"> <li>- A 90 min presentation covering collision investigations and preventing department motor vehicle collisions was delivered during In-Service training to all officers.</li> <li>- 45 patrol officers received certification in the use of the Radar/Laser speed detection devices. (10 hr session)</li> <li>- 110 patrol officers received Radar/Laser re-certification. (4 hr session)</li> <li>- All new recruits (14) received one full day of training on the roadside screening device and the Highway Traffic Act.</li> <li>- 3 Advanced Patrol Training (APT) courses were delivered to 63 LPS members. During the Advanced Patrol Training the students are given a 4 hr lecture on impaired driving issues (recent case law etc.) and any updates to the Highway Traffic Act.</li> <li>- 8 members of the Traffic Management Unit attended the two-week Collision Investigation – Level II course which was held in-house.</li> </ul>
c) Strategic enforcement of identified areas	<p>In 2007, the Traffic Management Unit set a goal of overall improvement for enforcement action and RIDE programs. Overall traffic enforcement increased 10% over 2006 and RIDE programs increased by 21%.</p> <p>Targeted enforcement was conducted throughout the year at high accident intersections and in response to specific or chronic complaints from the community. The top 3 high accident intersections in 2007 were:</p> <ul style="list-style-type: none"> <li>o Highbury Ave &amp; Oxford St</li> <li>o Wellington Rd &amp; Commissioners Rd</li> <li>o Dundas St &amp; Highbury Ave</li> </ul> <p>Week long “seatbelt enforcement” campaigns were conducted in the spring and fall of 2007. In addition 3 “school zones” traffic enforcement campaigns were conducted in September, January, and March when children returned to school after holiday periods.</p>



Performance Indicators	Results														
i. Number of traffic-related media announcements	<p>The number of media announcements in 2007 was approximately 110. These announcements covered: initiatives, blitzes and their results; holiday weekend driving warnings; RIDE program results; and many general messages aimed at improving the driving behaviour and safety of road users. Electronic road signs, which garnered a lot of media attention, were also used to alert the public. In addition, the North London Beacon newspaper published bi-monthly articles on “traffic safety” which were developed by the Officer in Charge of the LPS Traffic Management Unit.</p>														
ii. Number of traffic enforcement initiatives	<p>In 2007 the Traffic Management Unit conducted approximately 13 traffic related initiatives:</p> <ul style="list-style-type: none"> <li>○ 3 separate “Back to School” blitzes geared to alert motorists of the return of pedestrian and cycling activity</li> <li>○ 2 provincial seatbelt campaigns</li> <li>○ 1 Four Counties enforcement day</li> <li>○ 2 Commercial Motor vehicle enforcement days</li> <li>○ 1 week of railroad track violations with CN and CP police</li> <li>○ Operation Impact (RCMP led Thanksgiving holiday weekend enforcement blitz)</li> <li>○ “2 Plate Special” blitz targeting vehicles with only 1 licence plate or badly worn plates</li> <li>○ Enforcement and Education Project geared towards pedestrian and cyclist safety in the Fall when darkness falls early</li> <li>○ Festive RIDE</li> <li>○ Several “red light” enforcement blitzes</li> </ul>														
iii. Year-end Activity Report	<p>A detailed Traffic Management Unit year end activity report was submitted to Senior Management for review. The following is a brief overview.</p> <p style="text-align: center;"><b>Year End Enforcement Activity Report</b></p> <table border="1" data-bbox="878 1390 1479 1749"> <thead> <tr> <th data-bbox="883 1396 1193 1430">Activity</th> <th data-bbox="1198 1396 1474 1430">2007</th> </tr> </thead> <tbody> <tr> <td data-bbox="883 1436 1193 1486"># Total PONs<sup>1</sup> issued by LPS</td> <td data-bbox="1198 1436 1474 1486">43906</td> </tr> <tr> <td data-bbox="883 1493 1193 1543"># TMU<sup>2</sup> PONs<sup>1</sup></td> <td data-bbox="1198 1493 1474 1543">12,346</td> </tr> <tr> <td data-bbox="883 1549 1193 1583"># RIDE PROGRAMS</td> <td data-bbox="1198 1549 1474 1583">67</td> </tr> <tr> <td data-bbox="883 1589 1193 1640">RIDE # Motorists stopped</td> <td data-bbox="1198 1589 1474 1640">23,331</td> </tr> <tr> <td data-bbox="883 1646 1193 1696">RIDE # Roadside Alcohol Tests</td> <td data-bbox="1198 1646 1474 1696">411</td> </tr> <tr> <td data-bbox="883 1703 1193 1753"># Intoxilyzer Tests</td> <td data-bbox="1198 1703 1474 1753">375</td> </tr> </tbody> </table> <p data-bbox="865 1776 1230 1801"><sup>1</sup> PON – Provincial Offence Notice</p> <p data-bbox="865 1803 1230 1829"><sup>2</sup> TMU – Traffic Management Unit</p>	Activity	2007	# Total PONs <sup>1</sup> issued by LPS	43906	# TMU <sup>2</sup> PONs <sup>1</sup>	12,346	# RIDE PROGRAMS	67	RIDE # Motorists stopped	23,331	RIDE # Roadside Alcohol Tests	411	# Intoxilyzer Tests	375
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# GOAL # 1 (continued)

## Objective # 4 - Develop strategies to help protect children from Internet based crimes

Action Plans	Progress
a) Establish a specific unit to investigate internet based child luring activities	A Cyber Crime Unit was established in 2007 within the Criminal Investigation Division to investigate internet based child luring activities. One Detective and one Detective Constable have been assigned to the Unit.
b) Enhance LPS' ability to examine forensically seized computers (e.g., training, equipment, software)	In 2007, the Forensic Computer Analysis Unit's abilities were enhanced through training and the purchase of new equipment and programs. These new programs include: Encase, Forensic Toolkit, DataPilot, and C4P. These additions have greatly enhanced the Unit's ability to forensically examine computer equipment.
c) Development of a proactive educational package for presentation within the school system related to the safe use of the Internet	<p>The 2006/2007 school year saw the addition of an internet safety component in the "VIP" (Values, Influence, Peers) program which is delivered to Grade Six students in both the Thames Valley and London District Catholic School Board. The new component addresses safe use of the Internet, as well as, the dangers present when young people are in "cyberspace." It addresses potential problems and helps to develop safety strategies for young people to utilize the fast growing computer based world.</p> <p><i>Refer to performance indicator (iii) for number of students/program delivery.</i></p>
Performance Indicators	Results
i. Increase in the number of investigations and charges related to Internet based crimes against persons	The Cyber Crime Unit has conducted a number of investigations related to child pornography and criminal luring cases. Since the formation of the Unit in April 2007, there have been 22 suspects arrested, 107 Criminal Code charges laid, and 21 search warrants executed.
ii. Enhancement of LPS computer crime-related resources	In 2005, the LPS was the first law enforcement agency in Canada to report Cyber Crime related information to Statistics Canada. In 2007, the Cyber Crime Unit was formed with the necessary computer resources to effectively investigate these crimes. The 2008 budget includes the required software and hardware to implement C4P a forensic photo classification system.
iii. Number of students educated on Internet safety	Through the 2006/2007 "VIP" (Values, Influence, Peers) program, a total of 4,087 Grade Six students were educated on Internet safety.

## GOAL # 1 (continued)

### Objective # 5 - Enhance problem-oriented policing initiatives

Action Plans	Progress
a) Increase proactive targeted enforcement projects	<p>In 2007, members of the Patrol Operations Branch and the Community Policing Branch undertook a number of projects that targeted disorderly and criminal behaviour. These projects addressed criminal offences, traffic safety, drug and alcohol related activity and social disorder in an effort to improve the safety and security of our community.</p> <p><i>Refer to performance indicator (i) for number of projects/results.</i></p>
b) Enhance dissemination of information related to problem oriented policing initiatives (e.g., Strategic Intelligence Analysis Committee, project list posted to the Intranet)	<p>In 2007, improvements were implemented related to the Strategic Intelligence Analysis Committee (SIAC) which resulted in the dissemination of information to all committee members in a more effective manner. The representation on the committee expanded to include every Unit/Section in the Criminal Investigation Division. The committee now has representation from the Ontario Provincial Police, the UWO Campus Community Police Service, and Fanshawe Security. SIAC had presentations from Revenue Canada and the RCMP to assist with investigations. These enhancements have improved the dissemination of information not only within the LPS but also with other police/enforcement agencies in London and surrounding areas. SIAC works in conjunction with the Crime Analysis Unit to identify and target crime trends and patterns that resulted in proactive enforcement of criminal activity.</p>
c) Explore use of increased technology to enhance proactive initiatives (e.g., Cognos Crime Analysis)	<p>In 2007, extensive work was completed to evaluate Cognos and Crime Analysis software from Versaterm (LPS primary software vendor). Many benefits were identified, as well as, a future initiative to include patrol analysis to enhance LPS officer deployment.</p>
d) Use of Auxiliary Officers towards educational and crime prevention programs	<p>The Auxiliary Section continues to implement the ATRIP (Auto Theft Reduction Initiatives) and SAFEGUARD programs.</p> <p>ATRIP is a program where the Auxiliary officers check parked vehicles to ensure they are properly secured and are not an obvious auto theft target. In 2007, a total of 39,545 vehicles were checked (approximate increase of 33% over 2006).</p> <p>The Safeguard program resulted in Auxiliary officers delivering crime alerts to over 500 households in the city. This program is utilized when a trend is identified by the London Police Crime Analysts and is used to supplement the efforts of the Crime Prevention officers.</p>

Performance Indicators	Results																																				
i. Number of projects	<p>There were 24 projects completed in 2007 by the Uniformed Division which resulted in:</p> <p>Criminal Arrest: 76  Criminal Charges: 156  Provincial Charges: 1864</p>																																				
ii. Number of charges/clearance rates (e.g., property crimes/clearance rates)	<p style="text-align: center;"><b>Crimes and Clearance Rates</b></p> <table border="1" data-bbox="792 541 1495 978"> <thead> <tr> <th>Offence</th> <th># Reported In 2007</th> <th>% Increase/Decrease Compared to 2006</th> <th>Clearance Rate for 2007</th> </tr> </thead> <tbody> <tr> <td>Break and Enter</td> <td>2,616</td> <td>-16%</td> <td>35%</td> </tr> <tr> <td>Auto Theft</td> <td>1,909</td> <td>-31%</td> <td>35%</td> </tr> <tr> <td>Theft</td> <td>9,839</td> <td>-7%</td> <td>20%</td> </tr> <tr> <td>Possession</td> <td>266</td> <td>0</td> <td>95%</td> </tr> <tr> <td>Fraud</td> <td>1,031</td> <td>-8%</td> <td>46%</td> </tr> <tr> <td>Counterfeit</td> <td>361</td> <td>-31%</td> <td>6%</td> </tr> <tr> <td>Prostitution</td> <td>112</td> <td>+42%</td> <td>100%</td> </tr> <tr> <td>Gaming &amp; Betting</td> <td>3</td> <td>+50%</td> <td>100%</td> </tr> </tbody> </table>	Offence	# Reported In 2007	% Increase/Decrease Compared to 2006	Clearance Rate for 2007	Break and Enter	2,616	-16%	35%	Auto Theft	1,909	-31%	35%	Theft	9,839	-7%	20%	Possession	266	0	95%	Fraud	1,031	-8%	46%	Counterfeit	361	-31%	6%	Prostitution	112	+42%	100%	Gaming & Betting	3	+50%	100%
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iii. Level of public satisfaction (results of the Public Needs Survey)	Public Needs Survey scheduled - Fall 2008																																				

## GOAL # 2

### Enhance Quality Service Delivery

#### Objective # 1 - Maintain professionalism (attitude, appearance, accountability, and customer service)

Action Plans	Progress
a) Evaluate current level of Customer Service (e.g., department, voice mail system, return time on enquiries and requests for information/reports)	A thorough review of point of contact customer service was completed during 2007. This process included an examination of historical and current LPS customer service initiatives, police service best practices, customer service review from non-police agencies, as well as the development and delivery of internal surveys and audits related to point of contact services. In addition, potential customer training opportunities were researched. The result of this year long process is contained in a comprehensive document inclusive of recommendations that was completed and presented to the Executive Administration.
b) Provide Customer Service Training for members and evaluate results	<p>In May 2007, the OPC Course “<i>Managing Customer Service in Policing</i>” was held which was attended by 24 supervisors ranging from Sergeants to the Deputy Chief. The course was so well received that arrangements were made to deliver the course to all supervisors, including the Chief. A total of 137 Supervisors received the training.</p> <p>In addition, the LPS will deliver Customer Service training to “point of contact” personnel during 2008/2009. A study is currently underway to determine which members will attend the next session of Customer Service training.</p>
c) Develop a program inventory for review by Division Commanders for effectiveness	This is an on-going project that continues into 2008. A project/program inventory has been completed. Projects/programs will be selected on a random basis during 2008 and 2009 for evaluation.
d) Continue to investigate conduct complaints in a professional manner and adapt to pending legislation on the public complaint process	<p>The LPS has an excellent working relationship with the Ontario Civilian Commission on Policing Services (OCCPS). During 2007 a total of 75 complaints (conduct, policy and service complaints) were investigated by the Professional Standards Branch. OCCPS was requested by the public to review three investigations completed by the Professional Standards Branch and had requested that an investigation be undertaken by LPS in one public complaint. As of December 31, 2007, OCCPS has not made a decision on their review of the LPS investigations.</p> <p>Members of the Professional Standards Branch attend the Professional Standards Investigator Course hosted by the Ontario Provincial Police and a Professional Standards Conference hosted by Toronto Police Service. These training venues provide members with standards and best practices to ensure investigations are conducted in a professional manner and in accordance with legislation.</p>

Performance Indicators	Results																
i. Results from the Public Needs Survey categories "police qualities" and "customer service"	Public Needs Survey scheduled - Fall 2008																
ii. Progress Report on customer service initiatives	Customer service report has been completed and the various recommendations are currently under review by the Executive Officers. Regarding the initiation of customer service training, the Ontario Police College was contracted to deliver their newly created (2007) customer service training course to all LPS supervisors, managers and administrators. This delivery was completed during 2007 resulting in 133 members, both sworn and civilian completing this training.																
iii. Year-end service/program review (e.g., crisis interventions, youth pre charge diversions, senior outreach)	Projects and programs operated by the LPS will be selected at random during 2008 and 2009 for evaluation.																
iv. Number of commendations	During 2007 members of the London Police Service received 72 commendations and 134 thank you letters from members of the public. As well, 17 members were recognized and awarded time off or Division Commendations under Informal Awards for their actions related to 12 incidents.																
v. Number of conduct complaints and results of investigations	<p style="text-align: center;"><b>2007 Conduct Complaints and Results</b></p> <table border="1" data-bbox="865 1075 1495 1388"> <tbody> <tr> <td>Number of Conduct Complaints (2007)</td> <td style="text-align: center;">67</td> </tr> <tr> <td>Complaints not dealt with (s.59)</td> <td style="text-align: center;">6</td> </tr> <tr> <td>Withdrawn</td> <td style="text-align: center;">6</td> </tr> <tr> <td>Informal Resolution – PSA Section 58</td> <td style="text-align: center;">7</td> </tr> <tr> <td>Unsubstantiated</td> <td style="text-align: center;">16</td> </tr> <tr> <td>Informal Discipline</td> <td style="text-align: center;">8</td> </tr> <tr> <td>PSA Hearing</td> <td style="text-align: center;">4</td> </tr> <tr> <td>Pending Investigations</td> <td style="text-align: center;">20</td> </tr> </tbody> </table>	Number of Conduct Complaints (2007)	67	Complaints not dealt with (s.59)	6	Withdrawn	6	Informal Resolution – PSA Section 58	7	Unsubstantiated	16	Informal Discipline	8	PSA Hearing	4	Pending Investigations	20
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Pending Investigations	20																

## GOAL # 2 (continued)

### Objective # 2 - Review response to calls for service for effectiveness

Action Plans	Progress
a) Conduct review of Calls for Service to ensure the tiered occurrence structure is effective and efficient	<p>In 2005 a Calls for Service Analysis Report was completed. This review resulted in the development of criteria for Tier 1 and Tier 2 calls for service with a goal of reducing unnecessary investigative and reporting requirements for calls within the Tier 1 parameters. A review related to this occurrence structure was completed for 2007.</p> <p><i>Refer to performance indicator (I) for results of 2007 review.</i></p>
b) Monitor staffing levels for Patrol Operations, Incident Response teams, and Alternate Response Unit to ensure effective response	<p>The current staffing levels for the Incident Response teams and Alternate Response Unit are adequate; however, the staffing levels for Patrol Operations are being reviewed to ensure effective response. The Alternate Response Unit's work location was transferred to the Police Reporting Centre. This provided a better work environment and supervision.</p>
Performance Indicators	Results
i. Results of Calls for Service analysis	<p>A review of the progress in 2007 related to the tiered call structure process was completed inclusive of input from the Criminal Investigation Division, Court Services, Audit Unit and Information &amp; Technology. The results indicate that in general the process is being followed by officers. There was no indication of any occurrences that resulted in criminal charges having been impacted by officers proceeding with an inappropriate tiered investigation. It has been identified that a further review of included occurrences is warranted to return some to Tier 2, while redirecting others to Tier 1. There is some indication that officers on occasion submit Tier 2 level reports for Tier 1 matters. This identifies the need for re-fresher training in this regard. A committee will be formed during 2008 for further review.</p>
ii. Maintain or Improve measures of average call time, queue times, and response times (Code 1, 2, 3, Calls)	<p>The Average Call time for 2007 was 110.86 minutes representing an increase over 2006. As a result, Call Times will be closely monitored and reviewed during 2008. Refer to the following table for additional comparisons.</p>

	2006	2007	Difference 2006-2007
Average Call Time	104.15	110.86	+ 6.4%
Queue Times: Time call received to dispatch			
Code 1 (Emergency)	1 min 5 sec	1 min 7 sec	+ 3.1%
Code 2 (Urgent)	10 min 7 sec	11 min 10 sec	+ 10.4%
Code 3 (Non Urgent)	43 min 44 sec	48 min 13 sec	+ 10.3%
Response Times: Time received to arrival of officer (s)			
Code 1 (Emergency)	4 min 51 sec	4 min 50 sec	- .3%
Code 2 (Urgent)	17 min 37 sec	19 min 2 sec	+ 8.0%
Code 3 (Non Urgent)	58 min 10 sec	63 min 49 sec	+ 9.7%

## GOAL # 2 (continued)

### Objective # 3 - Explore Information and Technology to further service delivery

Action Plans	Progress
a) Evaluate concept of an Internet application for community to request background checks	<i>Refer to performance indicator (i) for progress report.</i>
b) Evaluate concept of an Internet application for community to report crimes against property	<i>Refer to performance indicator (ii) for progress report.</i>
c) Continue to review the Records Management System to ensure efficiencies for optimal use of officers' time	<i>Refer to performance indicator (iii) for progress report.</i>
Performance Indicators	Results
<i>i.</i> Progress Report on Internet Background Check project	Currently there is a Provincial review of how Police agencies process Background Checks and Vulnerable Screening. The intent is to develop standard policies and procedure to be implemented by all agencies due to recent human rights decisions. This project has been deferred until completion of this review.
<i>ii.</i> Progress Report on Internet Reportable Occurrences project	Versaterm, the primary software vendor for LPS policing software, recently announced that they will partner with CopLink to host and provide Internet Reporting. The LPS is waiting for further pricing and availability of this product as this may be the optimum solution.
<i>iii.</i> Progress Report on Records Managements System enhancements	The Versaterm suite of Policing software products continue to be upgraded to meet the needs of their clients with more than 100 new enhancements per year. The LPS works with other Versaterm agencies to request and prioritize these enhancements.



## **GOAL # 2 (continued)**

### **Objective # 4 - Continue to develop and review the Business Continuity Plan for disaster management**

<b>Action Plans</b>	<b>Progress</b>
a) Update the Business Continuity Plan to ensure services continue in the event of a disaster (e.g., pandemic, alternate LPS Headquarters, counter- terrorism)	A comprehensive Business Continuity Plan is underway following a preliminary review conducted by the Uniformed Division. However, the Plan will not be completed until some time later in 2008 due to the complexities of the issues that need to be addressed. The Plan will outline alternative geographical locations in the event of service disruption at LPS Headquarters including detailed evacuation plans and impacts and remedies as they pertain to staffing, equipment, and communications. Some of the alternative sites that were cited in the preliminary report will require further review in 2008.
b) Continue to develop emergency preparedness strategies with other agencies	<p>The LPS is a member of the City of London Community Emergency Management Program Steering Committee. This Committee meets monthly to address emergency preparedness, major incident operating procedures, and partnerships in cases of major incidents that may affect the community.</p> <p>The LPS also took part in the Emergency Preparedness Day and the annual training exercise with other agencies. This partnership continues to promote integration and interoperability with other agencies and services to respond to a major incident.</p>
<b>Performance Indicators</b>	<b>Results</b>
i. Review the plan with Senior Management and key stakeholders to ensure it meets the needs of the organization and the community	A draft of the London Police Service Business Continuity Plan has been completed and is presently under review.

## **GOAL # 3**

### **Strengthen Community Partnerships**

#### **Objective # 1 - Cultivate relationships with our diverse communities**

<b>Action Plans</b>	<b>Progress</b>
a) Seek opportunities to connect with our diverse communities through open dialogue and education (e.g., attend meetings from community groups)	In 2007, forty-three meetings were held with community group leaders, and group members, to introduce the Diversity Officer Program, discuss issues and entertain opportunities for the London Police Service to partner with them and provide support. In some cases, follow up meetings have been held, in relation to partnerships, and to develop initiatives and build relationships. In 2007, twenty six group leaders and community members were introduced to the London Police Service Diversity Program. There have been a total of fifty-seven other groups that have been contacted and made aware of the Diversity Officer Program by telephone, or in person.
b) Utilize the Diversity Officer program to build relationships with our diverse communities	The Diversity Officer has represented the LPS on nine different committees and boards. These committees represent a broad cross section of London's diverse community and allow the officer to forge new relationships and continue building on the past successes. This direct involvement has had a strong, positive effect in developing bonds with the community as a whole. Through committee involvement, the LPS is able to represent and serve London in a more effective manner as well as opening doors for employment to a broader range of citizens.
c) Develop a list of community representatives as a resource to address issues as they arise	During 2007, a Community Group Directory listing 115 organizations and contacts was available as a resource.

Performance Indicators	Results
i. Number of community group meetings/events attended and initiatives generated from encounters	The Diversity Officer attended 43 group meetings, 59 culturally significant events, made 25 outreaches, and developed a total of 21 initiatives through these contacts.
ii. Year-end Diversity Officer Program Report	<p>A 2007 Year-end Diversity Officer Program Report was developed and submitted for review to Senior Management. Included in the Report was an overview of the Program's various activities/involvement during the year. The following is a brief overview:</p> <ul style="list-style-type: none"> <li>- 43 Community Group Meetings held with community group leaders and/or community group members to introduce the Diversity Officer Program</li> <li>- 55 meetings were held with either police or community partners in relation to diversity related matters</li> <li>- 17 internal meetings</li> <li>- 17 referrals were received by the Diversity Officer in relation to matters of diversity</li> <li>- 34 opportunities were realized in relation to creating awareness of LPS employment opportunities</li> <li>- 9 Committees were represented by the LPS Diversity Officer</li> <li>- 59 events were attended by the London Police Service</li> <li>- 25 outreach opportunities. The Diversity Officer attended facilities responsible for service delivery to diverse communities</li> <li>- 55 presentations were made to LPS members, community members and community partners by the Diversity Officer Program</li> <li>- 12 educational and training opportunities were realized</li> <li>- 21 initiatives were developed that had impact on our diverse community</li> </ul>
iii. Results of Public Needs Survey	Public Needs Survey scheduled - Fall 2008

## GOAL # 3 (continued)

### Objective # 2 - Continue to build and enhance partnerships to support the needs of the community

Action Plans	Progress
a) Continue to seek opportunities to build relationships with our business and community partners	<p>The LPS continues to meet and work with municipal representatives, school boards, business owners, community stakeholders and other community groups addressing a number of issues. By encouraging and engaging businesses and community partners there is a shared responsibility in addressing and dealing with community issues.</p> <p><i>Refer to performance indicator (I) for number of LPS representatives on External Boards and Committees.</i></p>
b) Continue to partner with programs directed towards seniors, youth, and other groups	<p>The LPS Community Services Unit utilized several programs, and events, to partner with seniors, youth and other groups.</p> <p>There is one officer assigned to the “STEP” (Seniors Taking Extra Precautions) program. A total of 56 STEP presentations were delivered, during the course of 2007, in addition to community outreach events and general crime prevention initiatives.</p> <p>The PEACE (Police Ethnic and Cultural Exchange) program ran through the summer of 2007. This program exposes young people to policing and the various social support agencies around London, as well as, giving them hands on experience with this organization. There were eight young people, from a variety of ethnic and cultural backgrounds, who worked as a team at the LPS.</p> <p>The LPS partnered with the St. Leonard’s Society to implement the R.O.C. (Renew Our Community) program. Ten youths were selected because they were considered at high risk of becoming involved in criminal activity. They were hired to be part of this community renewal summer work program and participated in graffiti cleanup, landscaping and waste removal at various locations around the city.</p> <p>During 2007, the Ministry of Children &amp; Youth Services sponsored the Youth in Policing Initiative (YIPI) which provided seven young people from “under-serviced” communities the opportunity of working side by side with members of this organization.</p> <p>Officers from across the LPS continue to run Joe League and Rookie League. Officers contributed 160 hours and 100 hours, respectively, on these two programs.</p>
c) Enhance relations with school boards	<p>The LPS Secondary School Resource Officers are part of the Safe Schools committees for the 20 high schools in London. The LPS also has representation on both the Public and Catholic “Safe Schools” steering committees. This partnership allows for a stronger working relationship and cohesive approach to initiatives aimed at improving school safety. These relationships are augmented by ongoing partnerships, in the primary schools, such as Risk Watch and the Safety Patrollers program.</p>

Performance Indicators	Results
i. Number of LPS representatives on external Boards and Committees	In 2007, there were 58 LPS members that were representatives on 124 external Boards and Committees.
ii. Year-end Activity Report	Year-end activity reports were developed and submitted for review. The following tables/summaries provide some of the highlights.

#### Community Oriented Response Unit - 2007

Community Complaint Investigations	91
Directed Patrols Licensed Establishments	758
Community Meetings	183
Neighbourhood Watch Meetings	31
Committee Involvement	15

#### Family Consultant/Victim Services Unit (FC/VSU) - 2007

Clinical interventions (occurrences)	1,780
Contact with domestic violence victims (telephone and or mail to offer services)	5,152
Family Trouble occurrences	373
Residential Break and Enter Program (responses to victims of break and enter)	1,407
Public Education/training	51
Committees/Boards with FC/VSU Representation	15
Partnerships/initiatives formed by FC/VSU in 2007	6

#### Community Services Unit (CSU)

##### Project STORE

A new project developed in 2007 to provide advice on robbery prevention to business. In 2007 members of the Community Foot Patrol Unit and Auxiliary were trained for this new initiative. This initiative will be implemented in 2008 in an effort to have all businesses in the city visited by an officer to provide robbery prevention advice, collect up to date key holder information and ascertain information on video surveillance. The video surveillance information will be kept on hand to be a reference for officers in locating potential video of crimes and suspects.

##### Crime Prevention through Environmental Design (CPTED)

In 2007, members of Crime Prevention conducted 281 audits of businesses.

##### Business Academy

A session was offered in 2007 but unfortunately was met with lower than expected commitment. As a result, no sessions were held in 2007. In 2008, CSU will continue to make adjustments to the program to gather interest again.

##### Citizen Academy

Two sessions were held in 2007 with 42 participants (22 Spring and 20 Fall). These sessions have been well received. The following are some samples of the feedback received from participants in 2007.

*... "I have learned much that I will take with me on my travels through life. The once-in-a-lifetime experiences of ride-along and shooting the gun, were a great eye-opener. The information presented, about the vast array of branches, has also made me a much more informed citizen." ...*

*... "What an awesome experience that I'm going to encourage more leaders from our business community to participate in. It was extremely insightful and useful, allowing each of us to be better informed citizens about your operations. It certainly gave me a unique optic into the darker side of our community, and the extent to which the members of your force go to in trying to ensure a safe and positive outcome." ...*

*... "I thought it was a great learning experience seeing how the police interact with the community. It was thoroughly enjoyable and everyone should have the opportunity to take it." ...*

## GOAL # 3 (continued)

### Objective # 3 - Encourage LPS members to actively participate in community volunteer initiatives

Action Plans	Progress
a) Promote volunteerism in the community through In-Service, Recruit training, and communicating volunteer requests for assistance from other organizations	The LPS encourages community volunteerism from its current members and future applicants. All potential applicants are advised of the necessity to become involved within the community. Lectures articulating this have been provided to the Police Foundation program at Fanshawe College and Criminology students at UWO.
b) Develop a list of members and their volunteer activities	<i>Refer to performance indicator (ii).</i>
Performance Indicators	Results
i. Year-end Progress Report on promotional strategies	<p>The promotional process was reviewed in 2007 with enhancements to the point component associated with community involvement. In addition to encouraging member involvement with volunteer activities external to the LPS, members have been involved in LPS driven volunteer initiatives including:</p> <ul style="list-style-type: none"> <li>○ On site blood donor clinics</li> <li>○ Assisting with the Salvation Army Christmas Kettle Drive</li> <li>○ Torch Run for Special Olympics</li> <li>○ Cops for Cancer</li> <li>○ Ride for Dad (Prostate Cancer)</li> <li>○ Boys and Girls Club Swim-a-thon</li> <li>○ LPS Golf Tournament for Special Olympics</li> <li>○ Habitat for Humanity</li> <li>○ Bike Ride for Cancer</li> <li>○ The Big Bike for Heart and Stroke</li> </ul>
ii. Results from Membership Volunteer Survey	A survey will be developed and distributed to all personnel during 2008 and the results will be evaluated and published during 2009.

## **GOAL # 3 (continued)**

### **Objective # 4 - Provide Information Technology resources to further agency partnerships**

<b>Action Plans</b>	<b>Progress</b>
<p>a) Further acceptance and use of electronic disclosure with the Crown Attorney's office</p>	<p>The disclosure process is a vital part of the Police/Crown relationship and therefore the electronic disclosure process cannot be developed in isolation, but rather, must be developed in a cooperative relationship with the Crown Attorney's office. Therefore over the past year, the LPS has worked diligently with the Crown to ensure that the electronic disclosure packages they are receiving work well in their office. The LPS has also worked with the Crown to develop business processes so that electronic disclosure helps rather than hinders the Crown in their goal of prosecuting criminal cases. These efforts have paid off. There is now a very positive attitude toward electronic disclosure within the Crown's office, and the G-M Vertical File Management Crown is currently using electronic disclosure for all of his cases. It is expected that the A-F Vertical File Management Crown to come online in January of 2008.</p>
<p>b) Continue to promote the sharing of information between other police agencies</p>	<p>The Police Information Portal (PIP) has been an ongoing success story for policing in Canada. There have been many good-news stories within the operational policing environment as a result of the use of PIP across Canada. Access to information has enabled many investigations to proceed to a conclusion more quickly than previous methods would have allowed. Access to more information often influences the decisions that are made by front-line officers in a positive way.</p> <p>The national PIP server continues to reside at the LPS and it is expected that it will be transitioned to Ottawa in early 2008. The LPS has continued its involvement by having the Chief of Police on the national PIP Governance committee. The Senior Director, Support Services Division, also serves on the national PIP Governance committee as an advisor. The LPS also seconded a member to assist with the on-going implementation during 2007. This secondment will be complete when the server moves to Ottawa.</p> <p>The LPS has participated in a number of efforts to provide training documentation and policy for police agencies in Canada to ensure that PIP is used in a manner consistent with national policy and good police practices. The LPS Service expects to continue its involvement in this important policing project in 2008.</p>

Performance Indicators	Results
<p>i. Progress Report (e.g., number of cases produced in electronic format and number of requests for electronic disclosure)</p>	<p>The LPS is providing electronic disclosure on all cases to allow any case to be viewed electronically in the Crown's office. However, during this period, the LPS has supplied electronic-only files (with very limited paper) on 902 cases where the Crown will be processing the case electronically. These cases have included custody and non-custody cases. The LPS has also been providing electronic-only disclosure on all major cases (e.g. Homicides) for the past 2 years. The Crown is dealing with these files electronically and has, in some cases, been passing on disclosure to Defense Counsel in an electronic format using Entrust Password Protection and Outlook e-mail.</p> <p>There is a mixed reaction to the electronic Defense disclosure, some more positive than others. However, it is always expected that full acceptance of a new way of doing business takes time. The Middlesex Crown Attorney's Office has been able to realize efficiencies as a result of this pilot project. When the LPS rolls the electronic disclosure pilot out to the A-F Vertical File Management Crown in January 2008, approximately 50% of LPS cases will be dealt with electronically.</p>
<p>ii. Percentage of officers that have access to LEIP (Law Enforcement Information Portal)</p>	<p><b>Police Information Portal (PIP) formerly known as LEIP (Law Enforcement Information Portal)</b></p> <p><b>PIP Statistics as of November 30, 2007:</b></p> <p><b>Police Agencies that have signed PIP Protocol:</b>  165 Agencies Representing 62,736 officers  (99.49% of the officers in Canada)</p> <p><b>PIP Contents:</b>  Total Events: 22,492,904  Total Persons: 21,898,552  Total Vehicles: 7,280,997</p> <p><b>PIP queries in November: 817,130</b></p> <p><b>PIP Agencies publishing to PIP:</b>  33 agencies  (19,620 officers or 31.06% of officers in Canada)</p> <p><b>PIP Agencies with Integrated Query:</b>  31 agencies  (15,916 officers or 25.2% of officers in Canada)</p> <p><b>PIP Agencies Browser Query:</b>  2,245 officers  (3.55% of officers in Canada)</p>



## **GOAL # 4**

### **Enhance Communications**

#### **Objective # 1 - Develop and implement strategies to promote and enhance LPS Image**

<b>Action Plans</b>	<b>Progress</b>
a) Develop media releases to increase public awareness of LPS programs and services	The media receive continual and constant information relating to noteworthy occurrences, LPS programs, and services. These updates are developed by our Media and Public Relations Officer along with our automated computer releases to authorized media outlets.
b) Develop a promotional package (e.g., video series) to raise public awareness of the LPS programs and services	To be completed in 2008. The Community Services Unit will develop a strategy to raise public awareness of the LPS programs and services.
c) Develop a list of LPS topics available for presentation to external groups	<p>A list of 17 topics for LPS presentations to external groups was developed in 2007.</p> <p>The LPS Community Services Unit has presentations available for personal safety, theft, break in and robbery prevention as well a CPTED (Crime Prevention Through Environmental Design) auditing services.</p> <p>The LPS also offers presentations related to graffiti prevention, video surveillance and work place violence prevention. These presentations are delivered upon request as well as at various public events, where appropriate.</p> <p>Citizen Academy and Business Academy are two programs that invite citizens and business owners to attend sessions held at LPS. Citizen Academy allows the public to be better informed of what the police do and how they go about it.</p> <p>The Community Oriented Response Unit presents to various community groups on a wide range of topics including; crime prevention, youth crime, drug awareness, graffiti, liquor related issues.</p> <p>Family Consultant/Victim Services Unit have participated in 51 community training, public speaking events. These events included local, national and international conferences and workshops. The topics include; victimization, mental illness, addictions, sexual exploitation, critical incident stress, trauma, vulnerable positions screening and the role of the FCVS Unit.</p>
d) Develop a standard format for communications (e.g., emails, presentations)	This project is scheduled to be completed in 2008.

Performance Indicators	Results
<p>i. Progress Report of Promotional Strategies</p>	<p>The LPS continued to distribute information to the public through the LPS website. 125 media releases were posted to the home page during 2007 which represents an increase of 12% compared to 112 releases in 2006.</p> <p>Information is provided in a timely and effective manner to Media outlets through the Media release website and emails. The release of video and still photographs to the media outlets was very effective in 2007 and led to numerous suspects being identified by the public.</p> <p>The LPS provided public awareness about drinking and driving during Holiday Season through a commercial with North American Construction produced by the A-Channel.</p> <p>In addition, the LPS is now a part of newly formed Paper called "Snap" where photographs of members of the London Police are captured during events such as Easter Seal Power play, Northeast London Community Fair, Western Fair, Police Golf tournament at the Oaks, India Fest 2007 and Cops for Cancer.</p> <p>During 2007, the LPS media took part in a newly formed Public Sector Communications Committee that met to identify and discuss key issues in the City of London. This Committee includes businesses and institutions throughout the City. Building contacts within the community will assist in communication during major incidents. These meetings will continue into 2008.</p>
<p>ii. Increase in public's level of knowledge about the LPS (Results from Public Needs Survey)</p>	<p>Public Needs Survey scheduled - Fall 2008</p>

## **GOAL # 4 (continued)**

### **Objective # 2 - Ensure effective management communications**

<b>Action Plans</b>	<b>Progress</b>
a) Continue to conduct regular focus groups throughout the organization	A series of focus groups were held with employees during 2007 to explore ways to improve communication strategies and identify issues.
b) Explore opportunities to communicate the strategic direction throughout the organization	During 2007, the strategic direction was communicated to the organization through Divisional and Senior Management meetings. Minutes of the Senior Management meetings are posted to the Intranet for all members to review. The Performance Management process for Senior Officers is also designed to communicate/facilitate the strategic direction throughout the organization.
<b>Performance Indicators</b>	<b>Results</b>
i. Results of the Internal Needs Survey and Focus Groups	An Internal Needs Survey and a series of focus groups were conducted during late 2007. A final report has been submitted to Senior Management for review in early 2008.

## GOAL # 4 (continued)

### Objective # 3 - Enhance line of communications between various segments within the organization

Action Plans	Progress
a) Review and promote In-Service training for civilians	Civilian attendance at In-Service training was encouraged through Routine Orders and communications through Division Commanders to their staff. During 2007, 95 civilians attended In-Service training sessions on a variety of topics including: Crown's Office, Transgender Strip Searches, Driving, Pursuits, Containment, Workplace Harassment, and First Aid/CPR.
b) Develop an employee orientation package	Sample employee packages from other Police Service's have been received for review. The development of the LPS package is on-going at this time.
c) Implement education awareness strategies for patrol and communications to enhance awareness and understanding of their different roles (e.g., job shadow and ride alongs)	<p>New strategies were developed in 2007 and are being implemented in 2008 to enhance awareness and understanding between patrol and communications of their different roles. New recruits will "job shadow" for 1 shift in the Communications Section. Also, Communications staff will go on an annual "ride along" with a Patrol officer.</p> <p>A better understanding of the different roles will also be provided through the Chief's message during In-Service sessions in 2008.</p>
d) Explore sharing expert training through various formats (e.g., session on packaging evidence)	<p>Various training sessions from subject matter experts were provided through Parade Presentations during 2007, including Auto Thefts, Outlaw Motorcycle Gangs, Federal Parole Offenders and Project Disarm.</p> <p>A review of current recruit training has been completed in 2007 by the training committee resulting in a recommendation to the Senior Executive that subsequent to new recruit field training, recruits would be assigned to one week of expert trainings on a variety of topics to expose them to specialized functions and enhance their knowledge and training. The topics will include Radar, Statements, Interviewing, Notebooks, Defensive Tactics, Firearms Review, Traffic Enforcement, and an overview of CID, Identification Unit, Public Order Unit, Canine, Performance Management System, Emergency Response Section, Freedom of Information, and the ROPE Squad. It is recognized that recruits are exposed to significant learning during their 12 weeks at the Ontario Police College, followed by 3 months with a Coach Officer. Providing a gap prior to exposure to specialty functions and requirements allows for a "settling" period to exercise their learning up to the completion of training.</p>

<b>Performance Indicators</b>	<b>Results</b>
i. Results of the Internal Needs Survey and Focus Groups	An Internal Needs Survey and a series of focus groups were conducted during late 2007. A final report has been submitted to Senior Management for review in early 2008.

## GOAL # 4 (continued)

### Objective # 4 - Provide Information and Technology resources to enhance communications

Action Plans	Progress
a) Provide access to the Intranet for officers from their patrol vehicles	<i>Refer to performance indicator (i).</i>
b) Enhance the Intranet and Internet in terms of content, functionality, and user awareness	<p>The LPS Intranet and Internet sites are continually reviewed by the LPS Home Page Committee for enhancements.</p> <p>During 2007, the content on the Intranet was expanded by adding several resource pages including a new page that provides information on Training Opportunities for LPS members. In addition, links to the LPS Internet site have been added to other external sites (e.g., Facebook) to further promote awareness and facilitate access to the LPS Internet site.</p> <p>During 2007, both websites experienced a substantial increase in visitors when compared to 2006. The number of visits to the Internet and Intranet sites increased by 16% and 31%, respectively.</p> <p><i>For more details, refer to performance indicator (ii).</i></p>
Performance Indicators	Results
i. Implementation of Intranet access from patrol vehicles	Early in 2008, 10% of the LPS wireless access will have been converted to the new wireless data network as a pilot project. The projected completion date of the project is in late 2008 following a final decision on a new wireless data network and security approval from CPI Center (RCMP, CPIC) to proceed with the rest of the patrol vehicles.
ii. Increase in the number of Website Hits	<p><b>Internet Website</b></p> <p><b>2006-2007:</b> Number of site visits increased by 16%.  <b>2006:</b> 296,473      <b>2007:</b> 344,038</p> <p><b>Intranet Website</b></p> <p><b>2006-2007:</b> Number of site visits increased by 31%.  <b>2006:</b> 91,471      <b>2007:</b> 120,062</p>

## GOAL # 5

### *Ensure Effective Resource Management*

#### Objective # 1 - Ensure facilities are being developed to meet the long-term requirements of the organization

Action Plans	Progress
a) Proceed with the facilities' expansion project	<i>Refer to performance indicator (i).</i>
Performance Indicators	Results
i. Progress Report on facilities' expansion project	<p>The facilities expansion project is well underway. The plan calls for work to be carried out in two stages with expansion projected to be completed in late 2009.</p> <p>During 2005, the London Police Services Board entered into a contract with the firm of Carruthers Shaw &amp; Partners Ltd. Architects (CS&amp;P) for the provision of architectural services for the LPS Headquarters expansion and renovation project. CS&amp;P completed the schematic design phase, which included conducting inspections of the current HQ building, meeting with members of the LPS to discuss options and considerations, and the creation of a conceptual design drawings allocating space within a defined building footprint. In addition, there were fact finding visits to recently constructed police facilities.</p> <p>The properties at 575 Dundas St. (immediately adjacent to the LPS HQ facility) and 561 Dundas St. were purchased in preparation for construction, and the existing buildings were demolished in early 2007.</p> <p>In August 2007, the London Police Services Board confirmed the selection of Bondfield Construction as the General Contractor for the construction of an addition to the existing LPS Headquarters. The construction, valued at approximately \$21 million, consists of increased underground parking for fleet vehicles, three new classrooms for ongoing training, new locker rooms, a new 10 position firearms range, and two oversize garages to house speciality vehicles. The total increase in size to the existing building will be approximately 9,984 sq. metres, with construction expected to last approximately 20 months. Construction started in August, 2007.</p>

## GOAL # 5 (Continued)

### Objective # 2 - Ensure efficient and effective deployment of resources

Action Plans	Progress
a) Conduct an annual review of the Beat Patrol Plan	A review of the Beat Patrol Plan determined that it is adequate and the staffing levels are being reviewed.
b) Conduct an annual Workload Survey	<i>Refer to performance indicator (ii).</i>
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	<p>For a number of years our service has been challenged by a high rate of robberies, break and enters, theft of vehicles and thefts. The Strategic Intelligence Analysis Committee (SIAC) typically identified areas that were experiencing increased or high rates of certain offences, particularly vehicle thefts and resources were deployed to the area to see what could be discovered. Often the activity would decrease, not necessarily because of our actions but rather because the problem was identified after it had crested in an area.</p> <p>In 2007, analysts were asked to identify areas where thefts from vehicles, vehicle damage and thefts appeared to be increasing as it was felt these were "sentinel" occurrences that if left may result in an increase in stolen vehicles from the area. When possible, patrol officers were directed to these areas, along with Crime Prevention Officers and Auxiliary Officers to act as deterrents and to educate the public. In conjunction with this, the Investigative Response Unit deployed resources that targeted individuals with criminal records and charges associated to these offences. In "Quick Grab" projects, individuals were monitored and arrested for probation or bail breaches, removing their opportunity to participate in more serious offences. Robberies, Break and Enters, Theft of Vehicles and Thefts all decreased in 2007.</p> <p>The Alternate Response Unit was able to provide assistance in a variety of projects, including LEARN (Liquor, Enforcement, and Reduction in Noise) and with Foot Patrol in the East London Business District. They were also able fill in when shortages occurred in the Headquarters Reception Unit, Police Reporting Centre and as supplemental security at Court, eliminating the necessity in many cases to hire for those positions.</p> <p>These specialty units are effectively working with our SIAC Committee and this link will strengthen through 2008 as new analysis tools are brought on stream with our Crime Analysts through our IT group. It should be noted however, that we anticipate a significant assignment of ARU officers to a criminal trial in the later part of 2008 which will effectively eliminate their deployment to special projects.</p>



## GOAL # 5 (Continued)

Action Plans	Progress
d) Conduct a review of the Communications Section with respect to staff deployment	<p>Three new communications positions were added during 2007 which helped improve coverage and enhance officer safety and service to the public. The staffing increase, coupled with a new schedule in 2008, will further enhance service by enabling dedicated call-takers and dedicated dispatchers.</p> <p>An Annual Workload Audit was conducted at 2007 year-end. The Audit report concluded that the new staffing levels are adequate to meet the workload and mandate for the Communications Section.</p>
Performance Indicators	Results
i. Year-end Activity Report	<p><b>2007 Results</b></p> <p>Average Call Time -110.86 minutes            Beat Patrol Plan: Availability Factor - 1.39            Calls for Service to Patrol – 85,500 calls</p>
ii. Results of Workload Survey	Data associated to the 2007 workload analysis is in the process of being gathered. Utilizing prescribed forms, Division Commanders will be providing this information to the Corporate Services Division during the annual audit that will be completed by March 2008.
iii. Results of Public Needs Survey	Public Needs Survey scheduled - Fall 2008

## GOAL # 5 (Continued)

### Objective # 3 - Implement strategies to develop a workforce that is more reflective and understanding of the community

Action Plans	Progress
a) Increase awareness of LPS employment opportunities to our diverse communities through the Diversity Officer Program	<i>Refer to performance indicator (i).</i>
b) Increase awareness of LPS employment opportunities to students through the Secondary School Resource Officer Program	<i>Refer to performance indicator (i).</i>
c) Continue to develop strategies to retain and enhance diversity within the LPS	<i>Refer to performance indicator (i).</i>

Performance Indicators	Results
<p>i. Progress Report of Strategies</p>	<p>The Diversity Officer program, by its very nature, has enhanced the image of the LPS, thus assisting in encouraging diverse employment. The Diversity Officer was also directly involved in six recruiting events, including a recruiting presentation for the 2007 PEACE program and incorporated a recruiting component in 21 different presentations to various community groups.</p> <p>The Secondary School Resource Officers have direct day to day contact with students, teachers and guidance counsellors at their various institutions. The officers have done informal meetings with all parties to enhance recruiting and this is an area that will become more formalized in the future. The presence of the officers is, in and of itself, is a positive influence on potential employment candidates. All members of the PEACE team were interviewed and selected from the various high schools in London.</p> <p>There are also a number of new strategies that are being developed for implementation in 2008.</p>

## GOAL # 5 (Continued)

### Objective # 4 - Ensure effective Human Resource Management, Development, and Supervision

Action Plans	Progress
<p>a) Provide Performance Management System training to ensure effective use of the System (performance appraisals, promotions, and career development)</p>	<p>Performance Management training was covered in advance during the last In-Service session of 2006 in anticipation of the goals and objectives within the 2007-2009 Business Plan.</p> <p>In addition to training, a Performance Management Committee comprising of LPS Administration and London Police Association members was created during 2007. To date, this committee has completed a review of the promotion process contained within the Performance Management procedure, resulting in recommendations related to the scoring and submission time frames for promotion applications. The remainder of the promotion procedure was deemed to be effective and appropriate.</p>
<p>b) Encourage members to participate in external professional development options through reimbursement programs and information related to available educational programs</p>	<p>The LPS continues to encourage members to participate in external professional development through education reimbursement. The funds available for reimbursement is a fixed amount therefore the percentage reimbursed is dependant upon the number of members involved in the program and the total course costs.</p> <p>During 2007, the LPS became a member of the FBI Virtual Academy. Our participation in this initiative allows our members, both sworn and civilian, to enroll in the academy and take on-line courses at no cost. To date 11 members have enrolled in the academy.</p> <p>During 2007, a link was added to the LPS Intranet to advise members of professional development opportunities (e.g. courses, continuing education, and e-learning opportunities).</p> <p><i>Refer to performance indicator (ii) for number of participants in external educational programs.</i></p>
<p>c) Ensure adequate supervisory training opportunities are provided</p>	<p>Of the many courses offered in-house throughout 2007, 257 supervisors attended. The courses included Advance Patrol Training (APT), Major Case Management (MCM), General Investigative Techniques (GIT), Taser Training, Heavy Weapons, and Customer Service. In addition, there were other courses that were held off-site.</p>

<b>Performance Indicators</b>	<b>Results</b>
i. Results of the Performance Management System Survey and Focus Groups	No specific Performance Management System survey was conducted during 2007. There were several questions related to the Performance Management System contained within the 2007 Internal Needs Survey. In addition various qualitative comments related to this procedure were also received in the Internal Needs Survey. This information will be assessed early in 2008 to identify matters of concern and appropriate review.
ii. Number of Members participating in external training opportunities	44 sworn members and 3 civilian members participated in 97 courses in 2007 and received reimbursement of 70% of their course costs

## GOAL # 5 (Continued)

### Objective # 5 - Provide Information and Technology resources to support organizational needs

Action Plans	Progress
a) Explore implementation of high speed wireless data network for patrol vehicles	The LPS in conjunction with the City of London issued an RFP in 2007 and a successful vendor was selected. Scheduled completion is during 2008.
b) Continued implementation of GPS technology	The GPS/AVL (Global Positioning System/Automatic Vehicle Location) project relied on new wireless data network implementation. GPS project scheduled project completion during 2008.
c) Continued refinement and implementation of hand-held computing technology	Versaterm (the primary software provider for the LPS) has scheduled for refinement of their software in 2008 to include other MDT (Mobile Data Terminal) functionality as other clients implement their hand-held solution. The LPS has budgeted in 2008 for the expansion of hand-held deployment in strategic spots throughout the organization.
d) Enhance resource management and crime analysis applications using business intelligence software	In 2007, extensive development was completed to map the future direction using these tools. A good foundation has been developed to meet future reporting and mapping needs.
e) Electronic capture of fingerprints and submission to RCMP	In 2007, the LPS went live with the electronic capture of fingerprints. The LPS is currently waiting for approval from the RCMP to do electronic submission.
f) Implement electronic capture and storage of digital images and video	Digital photographs which have been captured for investigative purposes are now being electronically attached to the appropriate events in the Records system. These images are then being forwarded electronically as part of the electronic crown brief. This achievement has resulted in a large savings in time and resources. The original RAW format images are stored and are subject to identified purge criteria. The LPS is currently in the early stages of a digital video conversion project which will cover all areas of the organization. Although this project will be a phased or progressive implementation, the end vision is to store and pass on to other agencies all of our digital video with the same process.
g) Explore voice recognition software for implementation	Voice recognition software has not evolved enough to meet the needs of every user as it takes time to train the software to work with an individual user's voice. Currently we are piloting the software with a few Senior Management staff and the Forensic Identification Section. Time will tell if voice recognition software will mature to the point that it will become widely used throughout the organization.
h) Explore desktop "dash board" tools to enable managers to daily track and measure progress on their priorities	The LPS is the beta test site of the first release of "My Versadex", Versaterm's dash board software. Initial testing has proven this to be a beneficial product and further rollout to users is scheduled during 2008.

<b>Performance Indicators</b>	<b>Results</b>
i. Information and Technology Progress Report	<p>The LPS continues to improve efficiency and service delivery by enhancing or expanding the use of technology. Technology requests continue to be on the rise and senior management sets the priorities of Technology Services. A priority list of 33 major projects carried over from 2007 will continue to be implemented in 2008.</p> <p>2008 will be an exciting and busy year for Mobile Workstation enhancements including a new wireless data network, vehicle laptop mounts, new laptops with touch screen and updated software with GPS/AVL (Global Positioning System/Automatic Vehicle Location).</p>
ii. Results of Internal Needs Survey and Focus Groups	<p>An Internal Needs Survey and a series of focus groups were conducted during late 2007. A final report has been submitted to Senior Management for review in early 2008.</p>