



Business Planning

AI-001

Effective Date: 2011/09/23

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Policy Statement

It is the policy of the Regional Municipality of Peel Police Services Board that the requirements set out in this document shall form part of the Board Policies and the Chief of Police is hereby directed to comply with these requirements in his/her administration and operation of the Peel Regional Police.

1. Subject

The guiding conditions under which the Chief of Police is to establish procedures and processes relating to the framework for business (strategic) planning.

2. Specific Definitions

“strategic plan”

Refers to the strategic directions of the police service over a three (3) year period. Note: Under Section 30 (1) of the Adequacy Standards Regulation (O. Reg. 3/99), reference is made to a three (3) year Business Plan. This Board refers to its three (3) year plan as the “**Strategic Plan**”.

“strategic issues”

Refers to key long term issues that will guide the Strategic Plan.

“business plan”

Refers to the annual operating plan for the current budget year which includes performance measurements, current budget analysis, four year forecast and ten year capital plan.

“Annual Performance Report”

Refers to the annual report compiled on the strategic results and corporate performance presented to the Peel Police Service Board in May, and to Regional Council in June.

3. Policy Requirements

It is the policy of the Board that the Chief of Police shall ensure that any police service directive and/or procedure relating to strategic planning is based on the following guidelines:

1. General

- a) That it is in complete compliance with the requirements of the Adequacy Standard Regulations Section 30 (1), 31, 32(1) and 32 (2);
- b) That it is in complete compliance with legislative and regulatory requirements, and recognized legal principles;ss

2. Consultation

The Board, in consultation with the Chief of Police, shall establish the strategic issues for the Strategic Plan, as well as the annual business plan and budget process.

The Board shall:

- a) Be given the opportunity to review the strategic planning process with the Chief of Police to ensure continuity and support;
- b) Be given the opportunity to review and comment on the organizational actions and measurements prior to the final completion and approval of the Strategic Plan; and
- c) Formally approve the Strategic Plan at a regular meeting or special meeting convened for that purpose.

The Chief of Police, in partnership with the Board, shall prepare a strategy for the development of a strategic plan, consistent with the requirements of the Adequacy Standards Regulation that shall include consultation on:

- (i) An environmental assessment every three (3) years of the community outlining trends in demographics, crime prevention, road safety, calls for service, public disorder trends, identifying global trends and emerging policing issues;
- (ii) The results achieved by the police service in relation to the strategic plan currently in effect;
- (iii) A summary of the workload assessments and service delivery evaluations undertaken during the existing strategic plan cycle;
- (iv) The Board's proposals with respect to the police service's objectives, core business and functions, and performance objectives and indicators for the functions set out in the Adequacy Standards Regulation:
 1. Crime Prevention
 2. Law Enforcement
 3. Victims Assistance
 4. Public Order Maintenance
 5. Emergency Response Services
 6. Administration and Infrastructure
 7. Application and Commencement
- (v) The estimated cost of delivering adequate and effective police services to meet the needs identified in the draft strategic plan.

3. Performance Objectives

The Board, in partnership with the Chief of Police, when developing the performance objectives and measures, shall consider the following factors:

- (i) The police services' existing and/or previous performance, and estimated costs;
- (ii) Crime, calls for service and public disorder analysis and trends, and other social, demographic and economic factors that may impact on the community;
- (iii) The type of performance objectives, indicators and results being used/achieved in other similar/comparable jurisdictions;

- (iv) The availability of measurements for assessing the success in achieving the desired performance levels; and
 - (v) Community expectations derived from the consultation process and community survey of attitudes and opinions (Residential and Business) and victimization surveys. The consultation process shall include obtaining input from municipalities by inviting representatives from Regional Council to participate in the stakeholders input process, which involves a series of input sessions held with various stakeholder groups.
 - (vi) Employee input is provided through Employee Satisfaction surveys
4. The strategic plan shall include the estimated cost projections for implementing the plan for each year that the plan covers.
5. Information Technology

The Board, in partnership with the Chief of Police, shall include in the strategic plan an information technology component which:

- (i) Shall be based on an evaluation of the police service's information technology needs, including its capacity to electronically share information with other agencies, organizations and community groups;
- (ii) Requires the periodic review of key business processes, practices and related technology to identify possible changes that may reduce the administrative workload of front-line officers; and
- (iii) Addresses information technology acquisition, updating, replacements and training.

6. Police Facilities

This Board, in partnership with the Chief of Police, shall include in the strategic plan a police facilities component that ensures one or more police facilities are accessible to the public during normal working hours and that during all other hours public telecommunications access to a communications centre is maintained.

The Chief of Police shall review and report back to the Board, at least once every business cycle on the following:

- a) That police facilities:
 - (i) Meet or exceed provincial building and fire codes;
 - (ii) Have sufficient space for the efficient organization of offices and equipment;
 - (iii) Are adequately heated, ventilated, illuminated and, where appropriate and practical, air conditioned;
 - (iv) Have lockers, separate change area, if members are required to change at the workplace, and washroom facilities, and where appropriate and practical, shower facilities; and
 - (v) Have appropriate security measures and communications; and
- b) That members of the police service have available:
 - (i) Appropriate and secure working, records and equipment storage space; and
 - (ii) Separate or private areas for interviewing purposes; and

- c) The Police service's lock-up facilities meet the following requirements:
- (i) Minimum cell size is 7' x 4'6" x 7' high;
 - (ii) Fire extinguishers are secure and readily available in the lock-up area, but out of reach of the person in custody;
 - (iii) Smoke and heat detectors are installed in the lock-up areas;
 - (iv) Toilet facilities are provided in each lock-up;
 - (v) No unsafe conditions exist, including means of attaching ligatures;
 - (vi) First aid equipment, including airway devices for mouth to mouth resuscitation, are readily available;
 - (vii) Lock-ups are separate from public view;
 - (viii) Confidential interviews with legal counsel can be accommodated;
 - (ix) A proper area for prisoner processing is provided;
 - (x) Cell keys are in a secure location and master or duplicate keys are readily available;
 - (xi) The area where prisoners are processed and/or searched is well illuminated, secure and has no hazardous conditions present;
 - (xii) Compliant with the police service's policy and procedures with respect to communicable diseases; and
 - (xiii) A means of constantly communicating with the main desk area and/or the communications centre is available.

Where it is determined that the police facilities do not meet the requirements as specified, the Chief of police shall prepare a plan for the Board that sets out options and costs to meet the requirements.

7. Resource Planning

The Chief of Police shall:

- (i) Implement a resource planning methodology that is either automated or manual, and which takes into account the plan and existing demands for services; and
- (ii) At least once every business cycle, undertake and report back on workload assessments and service delivery evaluations for the following areas:
 - (i) Crime Prevention;
 - (ii) Law enforcement, including separate assessments and evaluations for:
 - a. Community patrol
 - b. Communications and dispatch
 - c. Crime analysis
 - d. Crime intelligence
 - e. Criminal investigation
 - f. Investigative support functions
 - (iii) Victims Assistance;
 - (iv) Public order maintenance; and,

- (v) Emergency Response Services

8. Communication

The Board, in partnership with the Chief of Police, shall establish a process for the communication of the strategic plan to:

- (i) Regional Council;
- (ii) Members of the police service; and
- (iii) Members of the public.

4. **Measurement Methods**

The Chief of Police shall:

- (i) Assess progress towards achievement of strategic issues by conducting ongoing statistical analysis, qualitative and quantitative review of the organizational units; and
- (ii) Develop a performance measurement framework to measure progress towards the attainment of the goals within the Strategic Plan.

5. **Reporting**

The Chief of Police shall:

- (i) Submit the strategic issues for the Strategic Plan for discussion and approval of the Peel Police Services Board every three (3) years;
- (ii) Compile a Strategic Planning document for distribution to the Peel Police Services Board; and
- (iii) Compile an Annual Performance Report on the strategic results and corporate performance.

6. **Authority/Legislative Reference**

Provincial Adequacy Standard Regulation, Sections 30 (1), 31, 32(1), 32(2)

Replaces:

- Statistics – Adopted 1989/04/11 (*I-W-1*)
- Strategic Planning – Adopted 1991/09/21 (*I-X-1*)
- Policing Priorities – Adopted 1993/04/16

Board Minute: #69/11

Board Minute #18/14

7. **Linkage to Appropriate Police Service Procedure/Directive**

- I-A-104 (O) Strategic Planning Cycle and Process
- I-A-302 (O) Facility Access and Identification Cards
- I-A-504 (O) Electronic Messaging
- I-A-502 (O) Use of Software on Peel Regional Police Computers
- I-A-506 (O) Security of Police Computer Systems and Information
- I-A-509 (O) Internet