

STRATEGIC GOAL | Administration

OBJECTIVE A5	Continue process to further integrate business plan priorities, multi-year Unit-based planning, and budget submissions.
OUTCOME	A fully integrated business planning and budgeting process will result in more effective and transparent allocation of resources to multi-year police service needs.
SPONSOR	Director Business Services

Action Plan	Measures	Timeline	Lead Accountability
A5.1 Streamline current multi-year budget planning to support implementation over multiple years.			
(a) Enhance the framework for annual operational plans that align business plan and unit priorities, including support for multi-year implementation.	Framework developed and implemented	Q3 2005	Manager Corporate Planning
(b) Standardize debriefing for all units on outcome and rationale for annual budget decisions.	Annual review	Q4 2005	Executive Leadership Group

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OBJECTIVE A6	To support consistent organizational practices by ensuring documentation of internal policies, operating procedures, and directives.
OUTCOME	Directives, policies, and operating procedures will be streamlined, ensuring consistent organizational practices.
SPONSOR	Deputy Chief Administration

Action Plan	Measures	Timeline	Lead Accountability
A6.1 Review the current directive system for ease of use, comprehension, and training.			
(a) Establish a committee to examine current Directive system for ease of use and comprehension	Committee established	Q1 2005	Executive Leadership Group
(b) Review methods to provide additional training on directives, and conduct external research for best practices.	Committee report submitted for review	Q3 2005	Superintendent Administrative Services Support: Quality Assurance Police Learning Centre
(c) Implement approved recommendations.	Recommendations implemented	Q4 2005	Staff Sergeant Quality Assurance Staff Sergeant Police Learning Centre

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OBJECTIVE A7	To develop effective strategies that will minimize risk to our members, our service, and the community.		
OUTCOME	A comprehensive risk management strategy will be instituted that promotes best policing practices to reduce or eliminate risk, where possible.		
SPONSOR	Deputy Chief Administration		
Action Plan	Measures	Timeline	Lead Accountability
A7.1 Implement an ongoing risk management committee with a mandate to examine the potential for risk from internal and external sources and make recommendations consistent with best policing practices.			
(a) Establish a committee to make recommendations based on analysis of Inquest Recommendations, liability lawsuits, changes in legislation, decisions of oversight bodies or other sources.	Annual review	Q3 2005	Deputy Chief Administration
(b) Implement a system to track risk issues and recommendations and ensure accountability for implementation of approved recommendations.	Full implementation of tracking system	Q1 2006	Deputy Chief Administration
A7.2 Promote risk management awareness among the members of the Service.			
(a) Establish risk management training program for new recruits, coach officers, and frontline supervisors that is effective and measurable.	Program implemented	Q1 2005	Police Learning Centre Support: Staff Inspector Legal Services
(b) Performance management system to reflect risk management awareness as a competency for frontline officers.	Performance management system modified	Q2 2005	Inspector Employee Services
(c) Review all directives to ensure compliance requirements are present and are supported by training.	Directives reviewed and modified	Q3 2005	Staff Sergeant Quality Assurance Support: Staff Inspector Legal Services