



BUSINESS PLANNING PROCESS

A Business Plan is a roadmap of broad strategic goals and specific initiatives that guide the delivery and management of an organization's programs and services, bringing it closer to achieving its overarching vision and mission. Business planning is gaining momentum in all areas of the public sector as organizations look for new ways to meet customer needs, make the most of limited resources, ensure accountability, and achieve results.

The 2005 – 2007 Business Plan is the second three-year Plan for the Durham Regional Police Service (DRP). Since the inception of the first Plan effective January 2002, business planning has become an important tool for the DRP's police and administrative functions.

Many Police Service and community members were involved in some capacity with the development and implementation of the strategic goals, objectives, and action plans outlined in the first Business Plan. These efforts increased in the development of our second Plan.

Internal processes have evolved so that planning for service delivery changes and budgeting for resources are aligned and sequenced through the annual planning and budgeting cycle. As part of this cycle, Units within the DRP are required to develop their own multi-year plans – called trifocal visions – that outline their proposed direction and related resource needs in line with the Business Plan's goals and objectives. Similarly, the Police Service's budget supports the Business Plan's priorities, and reflects the resource needs identified in Units' multi-year plans, as funding allows.



"Each year it is a challenge for Police to meet the needs of the community. I see this Business Plan meld things together with the community, which should make it easier to give 'value to dollar' at budget time to meet the needs of the community."

- Comment from local councillor.

This planning and budgeting cycle has allowed the DRP to move beyond immediate needs and systematically plan and implement service changes over time that are key to effective and efficient policing.

New to the 2005 – 2007 Business Plan are six business principles that reflect our approach to how we conduct our business across all police and administrative activities. These principles – which relate to members, quality, customers, problem solving, partnerships, and

learning – complement the core values that govern individual members' behaviour.

The 2005 – 2007 Business Plan initiatives will be achieved by reallocating existing resources and working within budget projections. The DRP's Business Plan supports the strategic direction of 'sustaining effective policing and working with the community to enhance safety' as outlined in the Region of Durham's Community Strategic Plan published in 2004.

ACCOMPLISHMENTS FROM THE 2002 – 2004 BUSINESS PLAN

On January 1, 2002 the Durham Regional Police Service's first Business Plan came into effect, covering the period 2002 – 2004. Over the past three years significant progress has been made regarding key policing initiatives and improvements in administrative systems and processes.

The DRP implemented 95% of action plan items identified in the 2002-2004 Business Plan. Selected accomplishments include:

- Implementing a crime analysis function to identify crime trends and reduce crime and public disorder.
- Continuous commitment to train and deploy police officers in an efficient and effective manner, a result of which was the realignment of patrol zones to better respond to community needs.
- Evaluating investigative capacity to enhance frontline support, community response, and assistance to victims of crime.
- Supporting front line policing by introducing such technological changes as email capability for all members to improve communication with the public, stakeholders, and each other.

- Strengthening and facilitating community partnerships, including an ongoing commitment to public consultation through surveys and community liaison.
- Managing our fleet and vehicle servicing contracts more efficiently.
- Collecting, analyzing, and disseminating statistical indicators to evaluate the effectiveness of service delivery annually.
- Continued use of the Durham Regional Police business planning process and the alignment of budget and performance management processes.

Large-scale initiatives from the 2002 – 2004 Plan that are still underway will be carried forward for full implementation as part of the 2005 – 2007 Business Plan. These initiatives include implementing a new records management system, a project management process for major projects, and a renewed career development program for members.