LONDON POLICE SERVICE BOARD

BOARD MEETING DATE: June 19th, 2025
BOARD REPORT #: 2506PB01
MEETING: Open

TO: The London Police Service Board

FROM: Stephanie Johanssen, Executive Director

SUBJECT: **Governance Roadmap Mid-Year Report Back**

☒ Information/Discussion
☐ Seeking Decision

RECOMMENDATION(S):

THAT this report be received as an overview of the ongoing governance initiatives of the London Police Service Board (the Board).

PURPOSE:

This report is to provide a mid-year update to the public on the London Police Service Board's (the Board) Governance initiatives as a follow-up to the '2025 Governance Roadmap' presentation from December 2024.

BACKGROUND:

At the December 19, 2024, open Board meeting, the Executive Director presented the London Police Service Board's Governance Roadmap for 2025. This presentation outlined the governance structure in policing in Ontario, the role of the Board, the expectations around adequate and effective policing, a timeline of the 2023-2024 Board initiatives, the Strategic Governance Assessment, and the overarching goal of the Board to 'Enhance community safety through excellence in governance by professionalizing and modernizing the functioning of the London Police Service Board'.

<u>This presentation also listed 4 Board objectives for 2025 as determined through the Executive Director's Strategic Governance Assessment of Board operations:</u>

1. Establish a Board Identity
2. Enhance the Governance Framework
3. Strengthen Communications and Transparency
4. Ensure Legislative Compliance

This report provides an overview of the status of each of these objectives.

SUMMARY:

1. Establish a Board Identity

Police service boards are civilian governance bodies mandated by provincial legislation to provide strategic oversight of municipal police services. Their responsibilities include setting priorities and strategic direction, developing policies that set expectations for service delivery, approving budgets, hiring the Chief of Police, and ensuring accountability to the public.

A strong and visible board identity is essential to fulfilling this mandate. It reinforces the board's independence from operational policing, builds public trust, and clarifies its role as a distinct, transparent authority. Without a clear identity, the board risks undermining its ability to provide effective civilian oversight and lead meaningful community engagement.

The following measures have been taken to create awareness of the difference between the London Police Service Board and the London Police Service while ensuring enhanced collaboration and connection with the Service:

Complete:

- **New Visual Identity:** A Board logo was introduced, incorporating the LPS flash to reflect a shared purpose while maintaining visual distinctiveness. The circle around the LPS flash symbolizes the Board's role as an oversight entity, while the seven trillium flowers represent each Board member.
- **Dedicated Board Website:** www.lpsb.ca Launching on June 19th, the Board's separate website is to increase transparency, public engagement, and information sharing. There are direct links to the LPS's site. This website will provide information on the Board's role and responsibilities, a FAQ section, a blog and updates section, access to meeting materials and all mandated reports, as well as details on policies and community engagement.
- **New Office Location:** The Board office was relocated from inside the Executive Offices of the Chief to a separate area across the hall from the Executive Offices. This improves accessibility for both employees and the public while preserving governance independence.
- **Annual Report Messaging:** Governance-specific messaging is included in the Board's message in the 2024 Annual Report, outlining key Board decisions and priorities.

Next Steps:

- **Strategic Identity:** The Board is currently revising its Strategic Plan, which will include the development of a distinct governance mission, vision, values, and priorities for the Board's own work, in addition to setting the strategic direction for the Service.

2. Enhance the Governance Framework

There is still significant work ahead for the Board in building on community connection and advancing key priorities. For this work to be effective and impactful, a strong governance framework must be in place to serve as a foundation upon which all future outcomes are built.

The Board is currently creating this foundation through a series of initiatives. This will ensure that the next phase of work, for 2026 and beyond, is compliant with legislative mandates, is coordinated, and meaningful.

The following is underway to create a strong governance structure for the LPSB:

- **Governance Training and Development:** A foundational governance workshop was delivered to all Board members, focusing on legislated responsibilities, strategic oversight, and best practices in police governance. A LPSB-specific onboarding program is being developed to ensure that new members are equipped with the knowledge and tools they need to contribute effectively.
- **Governance Committee:** The Board established a formal Governance Committee that serves as a dedicated body to review governance matters, including the policy review, CSPA compliance, and member onboarding, and provide recommendations to the Board.
- **Governance Manual:** Development of the Governance Manual is currently underway. This will include policies for the Board on how the Board operates as an entity, including procedures for meetings, decision-making, committee terms of reference, and communication protocols. This will be an extensive document, and the first sections will be coming forward for Board approval in the coming months.
- **Report Audit:** Following the revision of the Strategic Plan to include measurable outcomes, a report audit process will be implemented to ensure that all reports brought to the Board are directly aligned with strategic priorities. This will enable the Board to focus its attention on relevant matters within its purview.
- **Presenting at the OAPSB:** The Chair and Chief presented at the OAPSB Spring Conference to share the Board's governance decisions and strategic oversight practices, highlighting how leadership alignment contributed to improved public safety outcomes.
- **Organizational Review:** The Board initiated an external organizational review through MNP in 2024 as part of its ongoing governance commitment to enhance service delivery, identify financial efficiencies, and align resources with core public safety priorities. The results of this review are impending, but the Board has already enacted some preliminary recommendations, including commencing the process of hiring a Chief Administrative Officer in lieu of a Senior Director of Finance and Senior Director of HR, and a General Counsel in lieu of a Senior Director of Legal. The findings of this review will be split into governance and operational recommendations, with the governance recommendations coming forward in the public realm in the coming months.

3. Strengthen Communications and Transparency

As police oversight evolves, there are growing public calls for transparency and clear and consistent communication from police service boards. Strengthening transparency fosters public trust and clarifies the distinct roles of the boards and the services. Proactive and accessible communication ensures that the community understands how oversight decisions are made and how public input is reflected in governance, ultimately supporting more informed and constructive engagement.

The Board has taken tangible steps to enhance connection and communication with the public:

- **LPSB Website:** The new dedicated Board website will improve transparency, public access, and timely information sharing. This platform will serve a as a central resource for meeting agendas, reports, policy updates, and key initiatives.
- **Communications Strategy:** Once the website is active, the Board Office will begin work on a communications strategy to guide consistent and proactive engagement with the public.
- **Consultations:** The process for updating the 2024-2027 Strategic Plan to ensure legislative compliance will include further consultations by the LPS, which the Board will be incorporating into its work.
- **Reporting:** The Board will continue to proactively share information and updates on its ongoing work to ensure the public remains informed about governance activities, strategic priorities, and key decisions.

4. Ensure Legislative Compliance

With the implementation of the *Community Safety and Policing Act 2019 (CSPA) on April 1, 2024,* police service boards across Ontario faced a renewed set of responsibilities that reinforce their role as active, accountable governance bodies. The *CSPA* introduces enhanced mandates for boards, including explicit requirements for strategic planning and annual reporting, a mandated Diversity Plan, mandatory training for board members, and increased oversight by the establishment of an Inspector General of Policing.

Police service boards are working to align practices with the CSPA to ensure meaningful leadership in today's policing environment.

The following initiatives are currently underway to ensure CSPA Compliance:

- **Strategic Plan Review:** S. 39(1) of the *CSPA* outlines the mandated requirements of a police board strategic plan. The Board has conducted a gap analysis of its 2024-2027 Strategic Plan and has identified the areas that require enhancement to ensure compliance with the CSPA. This includes measurable outcomes and ensuring consideration of the various groups outlined in the *CSPA.* There will be further community consultations, and the Board welcomes input and feedback.
- **Diversity Plan:** S. 37(1)(e) of the *CSPA* states that a police service board shall 'prepare and adopt a diversity plan to ensure that the members of the police service reflect the diversity of the area for which the board has policing responsibility.' This differs from the mandated Municipal Diversity Plan and the operational EDI plan of the LPS, which is currently also under development. The Board is open to input on the Diversity Plan and will incorporate community feedback through the consultation process for the Strategic Plan update. The Board's Diversity/EDI plan will be finalized and adopted in the fall as a 'living' governance document. It will serve as the governance foundation for the LPS's Operational EDI Plan by articulating clear goals and principles that support inclusive practices across all aspects of the LPS and Board's work.
- **Annual Report:** S. 41(1) of the *CSPA* outlines the mandated requirement for the Board to file an annual report with its municipality or band council regarding the implementation of the strategic plan, the affairs of the police service, the provision of policing as it relates to any community safety and well-being plans, and any other prescribed matters. The Board will file the 2024 Annual Report following the June 19th Board meeting.
- **Policies:** Section 38(1) of the *CSPA* requires police boards to establish policies that ensure the adequate and effective delivery of policing aligned with community needs. In October 2024, the Board began a comprehensive review of its governance and organizational policies. A gap analysis is currently underway to identify which organizational policies require updating, which are no longer needed under the new legislation, and which new policies must be developed to ensure proactive and relevant oversight. While the full review and revision of organizational policies will proceed following the completion of the Board's Governance Manual to ensure consistency, a set of high-priority organizational policies has been identified for early revision to meet immediate compliance and oversight requirements.

CONCLUSION:

The initiatives outlined in this report reflect a deliberate and strategic effort to build the foundational framework required for accountable and effective police governance. As the Board continues its work through 2025, all key objectives remain on track.

This foundational phase aims to professionalize and modernize the Board's work, ensuring that future initiatives are informed, intentional, and aligned with legislative mandates and community expectations. As the Board works towards establishing clear governance priorities, it will be better positioned to move into the next phase, which will focus on actioning the priorities through meaningful action, enhanced community connection and continued collaboration with the LPS and other police governance entities.