

A SAFER LONDON NOW, AND IN THE FUTURE

STRATEGIC PLAN FOR POLICING IN LONDON

2027-2030



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A MESSAGE FROM THE BOARD CHAIR

Adaptable Policing in a Diverse & Changing City

London is one of Canada's fastest-growing and increasingly diverse cities, with more than 488,000 residents and many others who come from across southwestern Ontario to work, study and access health care. As the city and its neighbourhoods change, policing must adapt to evolving technology, crime, legislation and community needs.

The London Police Service Board's Strategic Plan for Policing in London reflects both the realities of policing today and the future we are working toward. Even as public services become more collaborative, police must continue to fulfil their mandated responsibilities. At the same time, they are often called on to fill gaps where more suitable services or alternative responses are not yet available. Continued progress requires police, governments, health and social services, and community partners to work together with clear roles and stronger coordination. It also requires using evidence and results to anticipate future needs and make informed decisions about how and where we invest in and develop the people, resources, and capabilities needed to meet demand.

While setting the broader strategic direction, we worked closely with the London Police Service to develop achievable, measurable outcomes that meaningfully advance organizational well-being and improve public safety delivery.

The Board will hold the London Police Service accountable for its public safety responsibilities under this Plan. Where results also depend on partners and other factors beyond policing, our public reporting will make that clear, without reducing the Service's accountability. Through governance and oversight, we will monitor progress and report transparently on achievements, challenges, and next steps.

On behalf of the Board, I thank Chief Truong and all members of the London Police Service for their dedication to serving and protecting our community. Their expertise, commitment, and well-being are central to advancing this Plan.

Sincerely,



Ryan Gauss
London Police Service Board

> ***Our commitment with this Strategic Plan is to meet London's safety needs today while building the services, partnerships, and police capacity needed for a safer London in the future.***



A MESSAGE FROM THE CHIEF

Our People. Our Purpose. Our Commitment.

> ***As Chief, my commitment is to lead an organization that is accountable, responsive and focused on results. One that embraces innovation, strengthens public trust and never loses sight of why we are here.***

OUR MISSION
To ensure the safety and well-being of London's communities.

OUR VISION
To be a leader in community safety.

OUR VALUES
Professionalism, Integrity, Compassion, Courage & Community.

London is growing, and the challenges facing our community are becoming increasingly complex. As a police service, we must continue to evolve, adapt and be prepared to meet those challenges.

Our responsibility is clear. Prevent and investigate crime. Protect the vulnerable. Maintain public safety. And ensure that Londoners feel safe in their homes, neighbourhoods and public spaces.

This Strategic Plan provides a path forward, one that reinforces our core policing responsibilities while recognizing the importance of working alongside community partners. I appreciate the London Police Service Board's leadership in establishing this strategic direction and our shared commitment to strengthening public safety. We recognize that policing alone cannot resolve every challenge facing our city. Strong partnerships, clear responsibilities and coordinated efforts are essential to achieving meaningful and lasting results.

At the heart of our ability to deliver on these priorities are our people. The dedicated members of the London Police Service who show up every day, often in difficult circumstances, with professionalism, compassion and dedication to the communities we serve. We have a responsibility to ensure they are supported, equipped and prepared for the demands of policing today and tomorrow.

As Chief, my commitment is to lead an organization that is accountable, responsive and focused on results. One that embraces innovation, strengthens public trust and never loses sight of why we are here. To serve and protect.

Together, we will continue working toward a safer London — now, and in the future.

Sincerely,



Chief Thai Truong
London Police Service

Key Policing Priorities



SAFE STREETS AND NEIGHBOURHOODS

Advancing safer communities through responsive policing, appropriate police presence and effective enforcement.

OBJECTIVE 1
Prioritize Community Safety and Confidence

OBJECTIVE 2
Address Risks to Road Safety



SHARED SOLUTIONS

Collaborating with partners to address complex safety challenges, prevent escalation and support access to alternative responses.

OBJECTIVE 3
Enhance Coordinated Responses to Complex Social Challenges

OBJECTIVE 4
Support Collaborative Prevention, Diversion and Alternative Response



FUTURE-READY POLICING

Building a skilled, supported and prepared workforce to deliver effective service today while responsibly planning for the people, technology and resources needed for the future.

OBJECTIVE 5
Strengthen Organizational Health, Readiness and Adaptability

OBJECTIVE 6
Advance Accountable Resourcing and Service Modernization



The London Police Service Board

WHO WE ARE

The London Police Service Board (the "Board") is the civilian oversight body that governs policing in the City of London on behalf of the community. Key Board responsibilities include setting policy and strategic direction for the London Police Service (the "Service"), establishing budget and resource requirements, hiring and monitoring the Chief of Police (the "Chief"), and ensuring adequate and effective policing.

The Board governs, while the Chief oversees the Service's day-to-day operations. The Board and Chief work collaboratively in our respective roles to advance the Board's policing priorities for London.

LEFT TO RIGHT:

Jeffery Lang
Member

Mike Wallace
Member

Nancy Branscombe
Vice-Chair

Ryan Gauss
Chair

Councillor Steve Lehman
Member

Councillor Susan Stevenson
Member

Mayor Josh Morgan
Member



THE 2027–2030 STRATEGIC PLAN FOR POLICING IN LONDON

Grounded in Ontario's *Community Safety and Policing Act, 2019* (CSPA), the Strategic Plan for Policing in London (the "Plan" or the "Strategic Plan") sets the priorities, objectives, and intended outcomes that will guide the provision of policing in London from 2027 to 2030. It reflects the Board's statutory responsibility to ensure adequate and effective policing and responds to current and anticipated public safety needs.

Input from more than 1,200 residents, partners, and community participants helped shape three interconnected priorities: improving safety and confidence in policing; supporting shared responses to challenges policing cannot address alone; and preparing the Service and its members to meet the needs and expectations of a growing city. The Strategic Plan also draws on the City of London's Community Safety and Well-Being Plan and the Board's Diversity Plan.

The Board worked closely with the Chief and Service leadership to develop Strategic Outcomes that are meaningful, achievable, and measurable, while considering operational realities, available capacity and resources, and what is required to implement the Plan. This collaborative process informed the Strategic Plan while preserving the Board's responsibility for strategic direction and the Chief's responsibility for implementation.

The Chief's Implementation Plan sets out how the Service will advance the Strategic Outcomes, measure performance and report results. The Board uses that reporting, together with other relevant evidence, to monitor implementation, assess progress and inform its oversight and resource decisions.



CORE POLICING FUNCTIONS

Under the CSPA, the requirement to deliver adequate and effective policing includes five core policing functions.



The Board considers these functions when setting priorities and overseeing whether the Service has the capacity and resources to fulfil them. They also depend on supporting work, including building community trust, strengthening partnerships, investing in member well-being and training, and planning responsibly for the future.

London Police Service Board

What We Heard from Londoners

LONDONERS WANT:

SAFER STREETS, NEIGHBOURHOODS & PUBLIC SPACES

Feeling safe across all of London, supported by police presence that reflects local needs.

TIMELY AND EFFECTIVE POLICE RESPONSE

Receiving timely help and appropriate follow-up when police are contacted.

PREVENTING, ENFORCING AND SOLVING CRIME

Preventing crime, responding effectively and strengthening investigative outcomes.

SHARED RESPONSES TO COMPLEX SOCIAL CHALLENGES

Working with partners to address safety concerns that policing cannot resolve alone.

FAIR, RESPECTFUL AND COMMUNITY-INFORMED POLICING

Providing respectful service that reflects the needs and experiences of London's communities.



London Police Service Board

These findings shaped the Plan's three priorities:

SAFE STREETS AND NEIGHBOURHOODS

Responds to concerns about safety, crime, police presence and response.

SHARED SOLUTIONS

Addresses complex issues that require coordinated prevention, diversion, and support.

FUTURE-READY POLICING

Focuses on the people, capacity and resources needed to meet these expectations as London grows and changes.

A Safer London Now, and in the Future through:

SAFE STREETS & NEIGHBOURHOODS



COMMUNITY INPUT

WHAT WE HEARD

While many residents reported feeling safe overall, experiences varied across London. They want safer neighbourhoods and confidence that policing responds effectively to local and individual needs.

Broader community feedback emphasized timely response and meaningful follow-up, while highlighting differing perspectives on police visibility and its relationship to community safety. Trust, confidence, and clear communication about police actions and results were recurring themes. Feedback also highlighted differences in how London's communities experience safety and policing.

OUR RESPONSE

The Plan prioritizes safer public spaces and effective police response, with focused action on crime and road-safety harm. It also promotes community trust through fair, consistent policing and directs attention and resources where safety concerns and needs are greatest.

MEASURABLE INDICATORS OF PROGRESS

Progress will be assessed through community safety and confidence,police responsiveness and effectiveness, crime and road-safety trends, access to reporting and victim support, communications, and community engagement.

SURVEY FINDINGS

76% identified downtown as an area where they feel unsafe.

46% said they or someone in their household had experienced crime in the past year.

50% of those who had experienced crime said it was reported to police.

38% agreed that police provide the same quality of service to all London residents.

~33% Just over one in three agreed that police respond quickly to calls for assistance.

Objective 1

Prioritize Community Safety and Confidence

Prioritize community safety and public confidence through evidence-informed, community-focused policing that aligns police presence, response and follow-up with local conditions, supported by clear communication and transparent reporting, helping people across London feel safer, receive effective service and trust the police who serve them.

STRATEGIC OUTCOMES

Londoners feel safer in their neighbourhoods, public spaces, workplaces, and downtown.

Public confidence in police and perceptions of safety improve across the community.

Police response, visibility, and enforcement are aligned with local safety needs and community concerns.

Victims of crime, people targeted by hate and other affected community members have safe, accessible and trusted pathways to report concerns and access support.

Community input is gathered through thoughtful approaches tailored to the issue and communities involved and meaningfully informs police priorities and service delivery.

Objective 2

Address Risks to Road Safety

Address road safety risks through targeted prevention, enforcement, education and public reporting focused on high-risk behaviours, vulnerable road users and priority locations, so fewer people are harmed on London's roads.

STRATEGIC OUTCOMES

London's roads are safer.

High-risk driving behaviours are reduced through targeted prevention, education, and enforcement.

Residents can safely participate in community events supported by coordinated traffic planning, police presence, and road safety measures.

Police presence on London's roads is increased.

Road safety initiatives are informed by evidence, monitored for impact, and adjusted based on results.



SHARED SOLUTIONS



COMMUNITY INPUT

WHAT WE HEARD

Londoners want coordinated responses to complex social challenges, better access to suitable supports and policing that is fair, respectful and responsive to different community experiences.

Broader community feedback supported stronger partnerships, prevention, diversion and specialized responses.

SURVEY FINDINGS

80% ranked social issues among their top three community safety concerns

69% ranked public order among their top three community safety concerns

47% agreed that police respond to calls in a sensitive manner

OUR RESPONSE

The Plan supports work between government and community service partners to clarify the role of police in responding to complex social safety challenges, so people receive the right help for their needs. Clearer roles and stronger coordination will enable earlier intervention, diversion and alternative responses, while keeping police capacity focused on situations that fall within policing responsibilities

When the right service meets the need, outcomes can also be fairer and more consistent for people who experience repeated police contact.

Objective 3 focuses on how police and partners respond to current needs, and Objective 4 on preventing issues from escalating.

MEASURABLE INDICATORS OF PROGRESS

Progress will be assessed through repeat crisis-related police contacts, connections to services and supports, the Service's contribution to collaborative community-safety initiatives, and diversion and alternative-response outcomes.

Objective 3

Enhance Coordinated Responses to Complex Social Challenges

Enhance coordinated responses with government, health, housing, social service, community, and business partners by clarifying the role of police and aligning police and partner services, contributing to more consistent support for people in crisis, better connection to services, and reduced repeat crisis-related police contact.

STRATEGIC OUTCOMES

Repeated crisis-related police contact involving the same people is reduced.

Safety and public-disorder concerns downtown are addressed through coordinated action by police, the City and community partners.

Policing-related initiatives support shared public safety priorities in London's Community Safety and Well-Being Plan.

People experiencing vulnerability or elevated risk who come into contact with police are better connected to services and supports that address their needs.

The Board and Service establish a clear position on where police involvement is required and work with City Council and community partners to align responsibilities and responses accordingly.

Objective 4

Support Collaborative Prevention, Diversion and Alternative Response

Support collaborative prevention, diversion, and alternative responses by working with partners so people can receive appropriate help and intervention earlier, situations are less likely to escalate, and police can focus their involvement where it is most needed.

STRATEGIC OUTCOMES

Prolific offenders are held accountable through coordinated action with justice partners, while appropriate cases are directed to diversion.

Youth who can be safely diverted are connected, with justice and community partners where available, to alternatives to the traditional court process.

Calls are increasingly resolved through the police or partner response best suited to the circumstances.

Police help improve how non-police matters are connected to available alternative response options.

Criminal activity across jurisdictions is targeted and disrupted through coordinated enforcement and intelligence sharing among public safety partners.

FUTURE-READY POLICING



COMMUNITY INPUT

WHAT WE HEARD

Londoners want a skilled, supported, and properly resourced police service positioned to respond to current demands and adapt as the city grows and changes.

Broader community feedback raised concerns about changing crime, police response capacity, and whether public spending is delivering proportionate value. These themes reinforced the importance of responsible planning, sustainable resources and clear accountability for results.

SURVEY FINDINGS

59% said the amount of crime in their community had increased over the past five years.

52% agreed that police are visible in the community.

34% considered themselves informed about the Board.

~33% views on value for the policing budget were divided: about one-third rated it positively and about one-third negatively

OUR RESPONSE

The Plan prioritizes investing in the Service's membership and planning responsibly for technology, facilities and other resources. This includes supporting member well-being and readiness, modernizing and innovating with purpose in an evidence-informed way, and scaling resources with London's growth, risks, and public-safety pressures.

MEASURABLE INDICATORS OF PROGRESS

Progress will be assessed through workforce health and development, organizational capacity and representation, responsible resource use, and the results and public value achieved through modernization and innovation.

Objective 5

Strengthen Organizational Health, Readiness and Adaptability

Strengthen organizational health, readiness and adaptability by investing in a capable, supported and representative workforce with the leadership, skills and cultural understanding needed to serve London, so members can meet current demands and the Service is prepared for London's continued growth.

STRATEGIC OUTCOMES

Members feel informed, valued, supported, respected, and engaged in the workplace.

Members have direct access to professional development and career growth through fair and transparent advancement processes.

The membership increasingly reflects London's diverse communities.

The Service has the capacity, skills, staffing and cultural understanding to serve London's growing and diverse communities.

Members have timely access to proactive wellness services, education and supports that promote well-being, strengthen mental health awareness, reduce stigma and encourage earlier help-seeking.

Objective 6

Advance Accountable Resourcing and Service Modernization

Advance accountable resourcing and service modernization by aligning workforce, technology and facilities investments with London's growth and evolving service demands, so the Service can meet current and future needs sustainably while demonstrating results and public value.

STRATEGIC OUTCOMES

Resource decisions are transparent, sustainable and aligned with changing service demands, community priorities and public value.

The Service's structure and operating models evolve in response to emerging risks and new approaches to policing.

Police facilities are safe, secure, accessible and designed to support modern policing now and into the future.

Innovation, technology and modernization investments are selected, evaluated and adapted to improve police operations, service delivery, capacity, safety, and efficiency.

Integrated, multi-year planning anticipates future staffing, facilities, fleet and technology requirements and adapts as circumstances and pressures change.



THE LONDON POLICE SERVICE AND OUR COMMUNITY

The London Police Service has served the city since 1855. Today, approximately 776 officers, 320 civilian police professionals and 22 cadets work together to proudly serve London's residents through:

- Responsive frontline and emergency service
- Crime prevention, investigation and victim support
- Strong community partnerships
- Evidence-based policing
- Adapting to evolving needs

The Service's connection with the community extends beyond responding to calls. Through partnerships, programs, outreach, and events, members build relationships and learn from the people they serve, helping shape policing in ways that respond to community needs.

CITY OF LONDON'S COMMUNITY SAFETY AND WELL-BEING PLAN

The City of London leads London's Community Safety and Well-Being Plan, which brings together partners across sectors, including policing, to reduce local risks to safety and well-being. As required by the CSPA, the Board considered that plan in developing its Strategic Plan. Both plans are intended to address shared concerns, including crime, mental health, substance use, housing, and gender-based violence. Alignment between them will support coordinated action, with clear and distinct roles for police, governments, and community partners.

The Board's Diversity Plan, adopted under the Community Safety and Policing Act, 2019, sets the Board's expectations for the Service's workforce to reflect the community it serves. The Service reports progress through its Equity, Diversity, and Inclusion Plan.

REFLECTING THE COMMUNITY WE SERVE

24%
of sworn and 60% of police professionals are women

2.1%
of the membership identified as Indigenous

14%
of the membership identified as a visible minority

11.8%
of the membership was born outside of Canada

150.8
Authorized Officers per 100,000

31
languages are spoken by multilingual members

AT A GLANCE: THE DEMOGRAPHICS OF LONDON*

25%
of Londoners are immigrants

29%
identify as a visible minority

2.6%
identify as Indigenous

13%
are aged 15-24

17.8%
are 65 or older

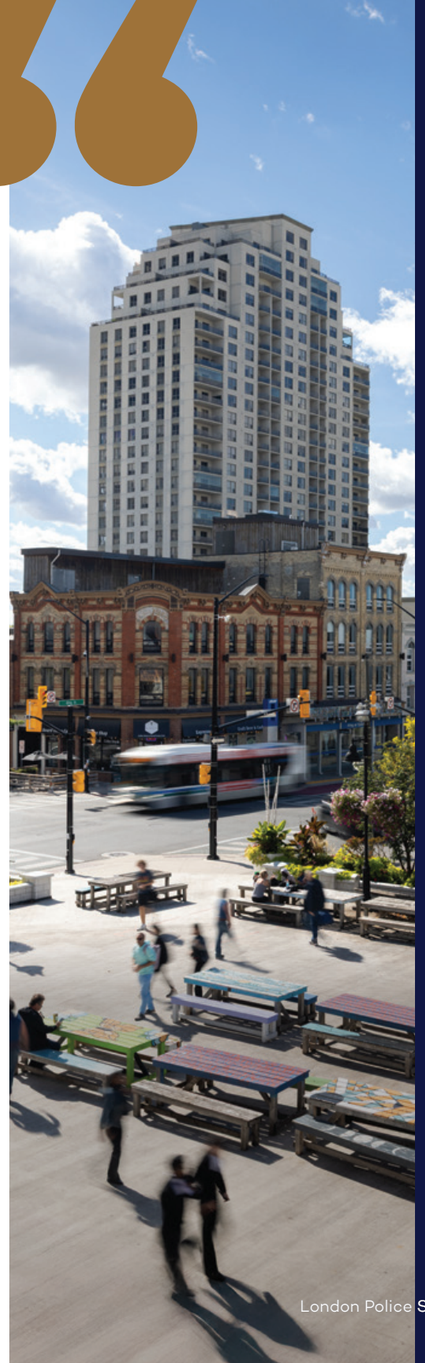
Arabic, Spanish and Mandarin
are the most common non-official languages

* *Source: Statistics Canada, 2021 Census of Population, London, City (CY), Census subdivision (CSD), Ontario*

How the Board Heard from Londoners

The Board drew on broad community input to shape this Plan, including independent research by Advanis and feedback from the Board's ongoing outreach and community connections. The planning process included consultation and outreach with the Chief City Council, the London Police Association, groups representing London's diverse communities, school boards, community organizations, businesses and members of the public. The Board also sought input from local First Nations Band Councils. The Board offered several accessible ways to participate. More than 1,100 residents aged 16 and older completed the independent survey. Additional participation through public sessions, focus groups and open surveys raised the total to more than 1,200 residents and community participants.

Ten focus groups brought together members of the public and people with distinct safety concerns and experiences with policing, including youth, seniors, women, newcomers, Indigenous leaders, multi-faith leaders and members of 2SLGBTQIA+ communities. Business owners and community leaders also participated, and two open public sessions offered another way to share experiences and priorities. To create a space where participants could speak openly and freely, Board members and Service representatives did not attend focus groups. Together, these sources provided broad community-level findings and a deeper understanding of experiences across London. The Service will use more focused engagement and surveys over the life of the Plan to understand community experience and measure progress toward the Plan's objectives.



London Police Service Board

Our People

The people of the London Police Service are central to effective and sustainable policing. Their skills, well-being and workplace experience shape the service Londoners receive. Investing in their growth and readiness strengthens the Service today and prepares it for the future.

WHAT OUR MEMBERS TOLD US

In an internal Board-led survey, officers and police professionals identified five overarching themes reflected in the Plan's commitment to Future-Ready Policing. The Board will monitor organizational health, capacity and readiness while the Chief and leadership team determine the operational response. Member feedback themes:

WELL-BEING AND A SUPPORTIVE WORKPLACE

Feeling valued, supported and safe raising concerns and ideas.

SUSTAINABLE STAFFING AND MANAGEABLE WORKLOADS

Having the people and resources needed to support members and service delivery.

FAIR AND TRANSPARENT OPPORTUNITIES

Confidence in career development, promotion and workplace processes.

CLEAR DIRECTION AND COMMUNICATION

Understanding the strategy, follow-through and how change affects their work.

READINESS FOR CHANGE

Planning ahead with the training, technology, equipment and leadership needed for changing demands.

Planning for Service and Resource Needs

The *Community Safety and Policing Act, 2019* requires the Strategic Plan to address information technology, resource planning and police facilities. The Chief maintains long-term plans in these areas and reports to the Board as required, informing the Board's resource, budget and capital decisions.



London Police Service Board

RESOURCE PLANNING

- The Service maintains and regularly updates long-term plans for staffing, facilities, fleet, information technology and other major resources, guided by the Strategic Plan, London's growth, changing service demands, risks and modernization priorities.
- Budget and capital requests are evidence-informed and show how proposed investments advance this Plan.
- The Board considers progress toward the Plan's objectives when making resource decisions and explains significant decisions through public reporting.

INFORMATION TECHNOLOGY

- The Chief maintains a multi-year Innovation and Technology Plan (IT Plan) that links technology, data and digital capabilities with the Board's priorities and the Service's operational needs. The IT Plan guides responsible investment and covers privacy, cybersecurity, accessibility, data governance and human oversight.
- Technology investments are assessed for their intended results, risks and public value. Artificial intelligence technology is governed and reported on in accordance with the Board's AI Technology Use Policy, including the *Annual Artificial Intelligence Technology Compliance and Risk Report*.

FACILITIES AND FLEET

- Facilities priorities and investments inform long-term capital and budget planning.
- Long-term facilities plans address service demands, security, accessibility, asset condition, operational needs and London's growth.
- Fleet planning keeps vehicles safe and operational by anticipating replacement and costs, while accounting for specialized requirements and opportunities to improve sustainability.

Implementing, Measuring, and Reporting



PUTTING THE PLAN INTO ACTION

IMPLEMENTING THE PLAN

As part of the strategic planning process, the Board directs the Chief to develop an Implementation Plan that translates the Strategic Plan's objectives, outcomes and indicators into specific measures, actions, responsibilities, timelines and resource requirements. The Implementation Plan also shows how Service-level plans and strategies contribute to the intended outcomes.

The Chief updates the Implementation Plan as needs, risks, results and operating conditions change and reports material changes to the Board. The Board oversees implementation and considers whether adjustments are needed to advance the Strategic Plan.

MEASURING PROGRESS

The Performance Measurement Framework within the Chief's Implementation Plan provides the detailed measures used to assess progress. It establishes quantitative and qualitative measures, baselines, data sources, reporting schedules and, where appropriate, targets for the indicators in this Strategic Plan.

Ongoing community feedback, operational information, and other evidence will show whether implementation is advancing the Strategic Plan's priorities, objectives, and intended outcomes.

CSPA PERFORMANCE REQUIREMENTS

The *Community Safety and Policing Act, 2019* and its regulations require the Board to establish performance objectives and measures for specific areas of policing, including crime prevention, patrols, investigations, public satisfaction, emergency calls, victim assistance, road safety, and violent, property, youth and drug crime. Required measures also include crime clearance and repeat-victimization rates, as well as measures addressing police interactions with specified communities and populations.

These requirements are reflected across the Strategic Plan's priorities, objectives, outcomes and indicators. **Where a legislated requirement is not expressed as a stand-alone measure in the Strategic Plan, it will be addressed through the Chief's Implementation Plan and Performance Measurement Framework.** Together, these provide the detailed measures, baselines, data sources and targets needed to meet legislative requirements and assess progress toward the Board's strategic direction.



REPORTING PROGRESS

The Board receives Mid-Year and Year-End Strategic Plan Performance Reports. The Mid-Year Report supports in-year oversight and adjustment, while the Year-End Report provides a full-year assessment to inform future implementation, resource planning and Board oversight.

Year-end results also inform the Board's Annual Report and other statutory public reporting under the *Community Safety and Policing Act, 2019*.

Reporting will help the Board and the public understand what results are being achieved, where attention is needed and how implementation should adapt over time.

How Progress is Measured

Results are interpreted in context. Reporting will distinguish between results within the Service's responsibility and shared outcomes also shaped by partners, community conditions and other external factors, without reducing accountability for policing.

Progress is assessed using community feedback, operational performance information and other evidence gathered throughout the life of the Plan to determine whether implementation is advancing its priorities, objectives and intended outcomes.



FROM DIRECTION TO RESULTS

BOARD DIRECTION
Strategic Plan

DETAILED MEASUREMENT
Performance Measurement Framework

PUBLIC ACCOUNTABILITY
Board Annual Report

CHIEF'S ROADMAP
Implementation Plan

TIMELY MONITORING
Mid-Year and Year-End Reports

CONTINUOUS IMPROVEMENT
Implementation and resources adjusted as needed

ANNUAL STRAT PLAN REPORTING

JANUARY TO JUNE
Implementation proceeds and performance is monitored

MID-YEAR REPORT
Interim results, risks and corrective action

JULY TO DECEMBER
Implementation continues and adjustments are monitored

YEAR-END REPORT
Full calendar-year results provided promptly to the Board

BOARD ANNUAL REPORT
Year-end findings are incorporated into broader statutory and public reporting

NEXT YEAR
Results inform implementation priorities, resource planning and Board oversight

A SAFER LONDON NOW, AND IN THE FUTURE



BOARD GOVERNANCE PRIORITIES

The three policing Priorities in the Strategic Plan identify the public safety outcomes the Board expects the London Police Service, led by the Chief, to advance in London. The Board Governance Priorities set out the Board's own commitments for 2027-2030. They build on the Board's ongoing responsibilities and identify where it will focus its leadership, oversight, decision-making and engagement to advance the Plan and remain accountable to the community.

1

GOVERNANCE AND ACCOUNTABILITY

OUTCOME: The Board has an effective and adaptable governance framework that sets clear expectations, supports informed decision-making and provides meaningful accountability for the Service's performance, integrity and progress toward reflecting the community it serves.

ACTIONS: The Board will set clear reporting expectations, monitor the Chief and Service through defined measures, and use evidence and independent assurance to support its oversight and adapt its policies as circumstances evolve.

2

FINANCIAL STEWARDSHIP AND PUBLIC VALUE

OUTCOME: Resource decisions balance fiscal sustainability, changing service demands, and the priorities of the Strategic Plan while demonstrating value for Londoners.

ACTIONS: The Board will link strategic priorities more closely with budgeting and long-term resource planning, with particular attention to future cost pressures, sustainability and the results achieved through significant investments.

3

TECHNOLOGY, DATA, AND RESPONSIBLE INNOVATION

OUTCOME: Technology and data are governed responsibly so that modernization initiatives support effective policing while protecting privacy, security, human rights and the public interest.

ACTIONS: The Board will build on its existing technology governance, reporting frameworks, and policies to maintain forward-looking, adaptable oversight of artificial intelligence, data, cybersecurity, and the implications of emerging technologies for policing and the community.

4

COMMUNITY TRUST AND TRANSPARENCY

OUTCOME: The community has greater awareness of the Board's role and can more easily understand its decisions, priorities and oversight of policing in London. Transparent reporting of progress, challenges, and results reinforces accountability and the legitimacy of policing by demonstrating what is being achieved, where improvements are needed, and how the Service is responding.

ACTIONS: The Board will develop a communications strategy that provides timely, accessible information about its work, decisions, and use of public resources. It will also explore new, more accessible ways for Londoners to engage with the Board and provide broad input on matters affecting them.

5

COLLABORATION AND ADVOCACY

OUTCOME: Strong partnerships and effective Board-level advocacy enable coordinated action on community safety issues that policing cannot address alone.

ACTIONS: The Board will work on shared priorities with City Council, governments, sector associations, and community-safety partners where joint action is required. It will advance evidence-informed positions and advocate for the services and funding needed to expand alternative response options.

