

Bi-monthly Strategic Plan Update to Police Board of Commissioners

Deliverable completion status (current up to August 20):

0% complete = Red
1% to 25% complete = Yellow
25% and above = Green

A) Reduction and Response to Crime and Quality-of-Life Issues

Reduction of Crime and Increase in Safety. The current Pedestrian Safety Traffic Plan is complete and has been implemented in collaboration with other HRM business units. The Gun Safety Campaign is expected to be completed within the next couple months – internal and external stakeholders that can act as sounding boards have been identified, and outreach among gun enthusiasts and potential sponsors continues. Additionally, the S/Sgt and Inspector in charge of Information Management is reviewing the resources and processes around fugitive apprehension and determining a course of action for a new plan.

- 1 - Development of an Annual Pedestrian Safety Action Plan and implementation of recommendations - 100% completed
- 2 - Gun Safety Campaign - 25% completed
- 3 - Juvenile Prostitution Targeting - 25% completed
- 4 - Fugitive Apprehension Initiative - 15% completed
- 5 - HRP Crime Reduction Strategy Roadmap - 0% completed
- 6 - Programming Audit - 5% completed

Effective and Efficient Response to Crime. Movement towards the Incident Command System is progressing and the deliverable lead is gathering training data to determine a process for implementing it. The HRP Capability Response Framework Roadmap is in its early stages and will be informed by the HRP Operational Assessment Report, also underway. The Real Time Crime Centre pilot report is finished as expected and its recommendations will be reviewed by senior management.

- 7 - Development of an HRP Crisis Plan - 50% completed
- 8 - Finalization of the Amber Alert Emergency Operations Centre - 0% completed
- 9 - Incident Command System (ICS) Implementation - 25% completed
- 10 - 2014/2015 Continuation of operational priorities - 40% completed
- 11 - HRP Capability Response Framework Roadmap - 0% completed
- 12 - Real Time Crime Centre Pilot Project - 100% completed
- 13 - Development of a Cyber Threat Protocol - 0% completed
- 14 - Development of Social Media Crime Solving Tool - 30% completed
- 15 - ICS Implementation - 50% completed

Reduction of Victimization. Victim Services will resume the work of expanding the Victim Support Plan in September. This work, in part, will build off the three-year Victim Support Strategy Document (finished as part of the Organizational Culture and Response priority and to be reviewed by senior management) and will include, amongst other things, liaising internally (with the Sexual Assault Investigative Team) and externally (with the Avalon Sexual Assault Centre).

- 16 - HRP Expanded Victim Support Plan - 35% completed

B) Safe Communities

Partnerships and Integrated Community Partnerships. HRP Partnership Analysis is not yet underway but is expected to begin in September. As for HRP's relationship with HRM with respect to the Public Safety Office, the transfer was directed by Council in 2014 and HRP's current Public Safety Officer will continue in his duties until the transfer occurs. HRP is prepared to assist with the transfer but the actual re-positioning of the Office is outside the purview of HRP.

- 17 - HRP Partnership Analysis - 0% completed
- 18 - Public Safety Office - Support Set Up and Operation - 5% completed

Organizational Culture and Response Philosophy. The Strategic Plan is launched internally and externally and the roll-out is effectively complete. The Domestic Violence Strategy document, which will feed into domestic violence-related audits, is also complete and awaits review by senior management. The Health and Wellness program is underway but there are no updates for this reporting period.

- 19 - Launch of HRP Strategic Plan - 100% completed
- 20 - Development of an HRP Health and Wellness Program - 10% completed
- 21 - Domestic Violence Strategy Document - 100% completed

C) An Effective and Efficient Police Service

Operational Excellence. There are several updates in matters relating to identifying operational performance improvements. The draft Operational Assessment Report is done and will feed into the larger Capability Response Framework. The Quality Assurance and GO Guides are finished and a meeting is to take place in September to identify a roll-out and communication plan, and the implementation of audit recommendations arising out of the domestic violence strategy document is ongoing. Progress on audit-related deliverables has been slow due to vacation schedules and staff changes in Internal Oversight.

- 22 - Review of Prisoner Care Facility Staffing Options - 5% completed
- 23 - Review of HRP promotional training process - 5% completed
- 24 - Quality Assurance Audits - 5% completed
- 25 - Implementation of Audit Recommendations - 50% completed
- 26 - Draft HRP Operational Assessment Report - 100% completed
- 27 - Update of Quality Assurance (QA) and General Occurrence (GO) Guides - 80% completed
- 28 - Audits - 5% completed

Learning and Innovative Culture. Resources and a process for implementing new course training standards has been established – the new standards will be updated and coordinated by the Training Section and will be ongoing as courses will be updated as required. Literature review on the subject of body-worn cameras, including an analytical framework devised by Public Safety Canada and research into best practices across Canada and the US, began in August.

- 29 - HRP Human Resources skills map - 5% completed
- 30 - Report on potential for Body Worn Cameras - 15% completed
- 31 - Implementation of New Course Training Standards - 100% completed
- 32 - Nova Scotia-wide training plan - 0% completed

Facilities and Infrastructure. There is progress in several areas relating to facilities, infrastructure, and information technology. The HRP Technology Roadmap is finished and the various projects contained in it have been scored with ICT. The Electronic File Management Project is included in the Roadmap and is underway. Where CityWatch is concerned, a team has been assembled to oversee upgrades and their associated Idea and Opportunity Assessments. Discussions around the Virtualization of HRP's servers (including but not limited to disaster recovery methods) have started amongst the Inspector of Information Management, STIU, and ICT.

- 33 - Development of an HRP Facilities Plan and corresponding Council Report - 5% completed
- 34 - Creation of a HRP Technology Roadmap - 100% completed
- 35 - HRP Electronic File Management Project - 10% completed
- 36 - Upgrades to CityWatch Program - 35% completed
- 37 - Upgrades to HRP Intranet Site - 15% completed
- 38 - Virtualization of HRP Servers - 25% completed

Good governance. Two key components of Good Governance are underway: the Enterprise Risk Management Program (a report was started last month and we expect to incorporate HRM's Risk Management Strategy into our ERM Program) and the HRP Foundation (a report is finished and awaits review by HRP's internal committee). Objectives relating to Alignment with the Police Board of Commissioners are set to be discussed in September. Progress on other HR-related deliverables has been slow on account of vacation schedules.

- 39 - HRP Alignment with the Police Board of Commissioners - 5% completed
- 40 - Establishment of an ERM program - 30% completed
- 41 - Development of a HRP Leadership Profile - 0% completed
- 42 - HRP Attendance Management Review - 0% completed
- 43 - HRP Foundation - 15% completed
- 44 - Review and address job description, promotion, and staffing requirements - 0% completed

Employee and Public Relations. HRP's Social Media Strategy has taken shape and it will be multi-faceted. It will include (not limited to) creating a social media presence for officers in community-facing roles, one-on-one training sessions for executive management on Twitter and its potential uses, and opening discussions with frontline officers on how they can become involved in using social media. Public Relations engagement protocol is being developed with reference to HRM Corporate Communications standards, and a PR capacity assessment is underway as resource gaps are documented and analysed.

- 45 - Development of a HRP Social Media Strategy - 100% completed
- 46 - Development of an HRP Public Relations engagement protocol - 10% completed
- 47 - Public Relations Capacity Assessment - 20% completed