

**Bi-monthly Strategic Plan Update to Police Board of Commissioners
Current up to Dec. 23**

Status	Comments
Green	On schedule with planned scope, budget, and timeline expectations.
Yellow	Not currently on schedule with planned scope, budget, and timeline expectations.
Red	At risk of failing to meet planned scope, budget, and timeline expectations.

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

Reduction of Crime and Increase in Safety. Work on the fugitive apprehension plan continues, including discussions related to revising warrant policies. The VICE unit has been active targeting juvenile prostitution. Efforts include meeting with youth advocates and community partners and facilitating a conference on sex trafficking. The Pedestrian Safety Traffic Plan is complete and has been implemented in collaboration with HRM Transportation and Public Works and HRM Corporate Communication. Due to other priorities, there has been little documented progress on the Crime Reduction Strategy Roadmap.

- 3.01 - Development of an Annual Pedestrian Safety Action Plan and implementation of recommendations - 100% completed
- 3.10 - Gun Safety Campaign - 75% completed
- 3.13 - Juvenile Prostitution Targeting - 25% completed
- 4.03 - Fugitive Apprehension Initiative - 50% completed
- 4.05 - HRP Crime Reduction Strategy Roadmap - 5% completed
- 4.13 - Programming Audit - 70% completed

Effective and Efficient Crime Response. Movement towards the Incident Command System is progressing and includes developing an Emergency Response (Crisis) Plan. A final draft version of this plan is complete and sent to management for review and commentary. Progress has been made on the Capability Response Framework Roadmap – a survey of information from the Criminal Investigation Division is complete, consisting of types of investigations conducted, services offered or programs delivered, types of services we rely on outside agencies to deliver for us, and the types of services that are not delivered at all but, perhaps should be. The social media crime solving tool pilot report is finished and follow-ups include consulting with other agencies using similar software and forming a working group on developing a potential Cybercrime Unit.

- 2.05 - Development of an HRP Crisis Plan - 90% completed
- 2.07 - Finalization of the Amber Alert Emergency Operations Centre - 50% completed
- 2.10 - Incident Command System (ICS) Implementation - 50% completed
- 4.01 - 2014/2015 Continuation of operational priorities - 50% completed
- 4.04 - HRP Capability Response Framework Roadmap - 35% completed
- 4.07 - Real Time Crime Centre Pilot Project - 100% completed
- 4.08 - Development of a Cyber Threat Protocol - 20% completed
- 4.09 - Development of Social Media Crime Solving Tool - 100% completed
- 4.11 - ICS Implementation - 100% completed

Reduction of Victimization. The work of expanding the Victim Support Plan in October continues. It includes, in part, building off the three-year Victim Support Strategy Document. It will also include liaising internally (with the Sexual Assault Investigative Team) and externally (with the Avalon Sexual Assault Centre).

4.06 - HRP Expanded Victim Support Plan - 40% completed

B) Safe Communities

Partnerships and Integrated Community Partnerships. The new Public Safety Advisor was hired on September 1st, and as of December, HRP continues to assist in establishing the office at HRM and aligning the work of between the two business units. Due to other priorities, there has been little documented progress on the Partnership Analysis.

2.09 - HRP Partnership Analysis - 5% completed

2.12 - Public Safety Office - Support Set Up and Operation - 100% completed

Organizational Culture and Response Philosophy. The Domestic Violence Strategy document is complete and will shape the Victim Support Plan and the domestic violence audit recommendations. The Health and Wellness program also continues, and includes the forming of a wellness committee for fielding feedback on the program, and training for supervisors.

2.11 - Launch of HRP Strategic Plan - 100% completed

2.15 - Development of an HRP Health and Wellness Program - 100% completed

3.11 - Domestic Violence Strategy Document - 100% completed

C) An Effective and Efficient Police Service

Operational Excellence. The review of staffing for the Prisoner Care Facility is complete and compliance, staffing, and workload monitoring continues. The draft Operational Assessment Report is also complete and will feed into the larger Capability Response Framework. The Quality Assurance and GO Guide is finished and uploaded to the intranet, the Departmental Order has been issued, and it will be maintained by the Policy Unit going forward. Internal Oversight has completed four audits to this point. Progress on the quality assurance audits has been slow due to staff-related changes in that Office in 2015 and the complexity of the audits completed up to this point.

2.19 - Review of Prisoner Care Facility Staffing Options - 100% completed

2.20 - Review of HRP promotional training process - 50% completed

3.05 - Quality Assurance Audits - 5% completed

3.12 - Implementation of Audit Recommendations - 50% completed

4.02 - Draft HRP Operational Assessment Report - 100% completed

4.10 - Update of Quality Assurance (QA) and General Occurrence (GO) Guides - 100% completed

4.12 - Audits - 65% completed

Learning and Innovative Culture. Resources and an ongoing process for implementing new course training standards have been established. A skills inventory has been conducted at the Patrol level – it includes breath technicians, drug recognition, trauma response, critical incident training, etc. – and will help identify gaps across the Watches. Site visits to Calgary and Edmonton in relation to their plans for body-worn cameras has taken place. Information concerning the RCMP's pilot program on same is also under review. The province-wide training plan is discontinued due to lack of participation from other police services.

2.08 - HRP Human Resources skills map - 55% completed

2.13 - Report on potential for Body Worn Cameras - 75% completed

2.17 - Implementation of New Course Training Standards - 100% completed

2.21 - Nova Scotia-wide ethics training plan - 0% completed (discontinued)

Facilities and infrastructure. Where the facilities plan is concerned, a spreadsheet of all buildings, including their status and priority has been completed and sent to management for review, and a meeting is scheduled with leasing to address issues relating the CID building. The HRP Technology Roadmap is finished. The opportunity assessment for CityWatch upgrades is in a final draft form and has been presented and tentatively approved by the Emergency Management Office planning committee.

- 3.02 - Development of an HRP Facilities Plan and corresponding Council Report - 20% completed
- 3.03 - Creation of a HRP Technology Roadmap - 100% completed
- 3.04 - HRP Electronic File Management Project - 20% completed
- 3.07 - Upgrades to CityWatch Program - 60% completed
- 3.08 - Upgrades to HRP Intranet Site - 100% completed
- 3.09 - Virtualization of HRP Servers - 25% completed

Good governance. The HRP foundation committee is reviewing a staff report and awaiting legal opinion. A ERM (business continuity) plan has been assigned to Internal Oversight, and the Leadership profile, attendance management review, and staffing requirements reviews are all in progress. Alignments that have been proposed with the Police Board include merging of RCMP/HRP dashboards, and educational sessions, including (mostly recently) a presentation from HRP on the Public Safety Unit.

- 2.01 - HRP Alignment with the Police Board of Commissioners - 50% completed
- 2.06 - Establishment of an ERM program - 30% completed
- 2.14 - Development of a HRP Leadership Profile - 15% completed
- 2.16 - HRP Attendance Management Review - 10% completed
- 2.18 - HRP Foundation - 50% completed
- 3.06 - Review and address job description, promotion, and staffing requirements - 70% completed

Employee and Public Relations. A draft of the overall Social Media Strategy is complete, and a Social Media Working Group has been established and the draft strategy has been circulated to all participants in preparation for a January meeting. Additional components of the social media strategy have moved forward, including launching a 'Day in the Life of a Patrol Officer' feature on Twitter and Facebook; partnering with RCMP on an impaired driving meme campaign, and partnering with RCMP and CBRPS on a holiday safety campaign. Work on a draft engagement protocol has progressed and been presented to the Chief, Deputy Chief, and the Superintendents in charge of the Patrol, Administration and Criminal Investigation Divisions. Additionally the PR Unit has continued to meet with HRM Corporate Communications to ensure coordination of processes and procedures between police and the overall organization, particularly during times of crisis.

- 2.02 - Development of a HRP Social Media Strategy - 60% completed
- 2.03 - Development of an HRP Public Relations engagement protocol - 50% completed
- 2.04 - Public Relations Capacity Assessment - 35% completed