Bi-monthly Strategic Plan Update to Police Board of Commissioners
Current up to October 12, 2017

Status	Comments
🟩	On schedule with planned scope, budget, and timeline expectations.
🟨	Not currently on schedule with planned scope, budget, and timeline expectations.
🟥	At risk of failing to meet planned scope, budget, and timeline expectations.

HRP 1.01 EMPLOYEE AND PUBLIC RELATIONS

Public Relations Development of Policies and Procedures (30%): A draft was developed to reflect the various facets of the PR unit's mandate, policies and procedures, with a focus on creating a resource to support staff transition. The first full draft was reviewed by members of the PR team, ensuing an adequate capture of their individual responsibilities. The next step is to further fine-tune the document incorporating feedback from the deliverable sponsor.

Communications Capacity Enhancement (40%): Given the complexity of this deliverable, it is important to complete a comprehensive plan with defined objectives, audiences and actions before going too far on the tactical deliverables. PR is in the process of drafting a plan, and it is believed HRP will have a working draft of the masterplan by the end of October. Simultaneously, last month, a draft of the social media plan was created that will feed into the masterplan; social media monitors were recently contacted for their feedback on how they are doing in their roles; a social media training session is scheduled with CRCP; PR team members have been in active discussions with patrol members to understand gaps and opportunities; all but one newly appointed inspectors have been contacted regarding their social media accounts and support. We are taking steps to update the HRP policy and procedures to include a section on social media. The Communications Advisor has approached the Policy and Business Initiatives Coordinator to start the process.

HRP 1.02 PARTNERSHIPS AND INTEGRATED COMMUNITY PARTNERSHIPS

Community Survey (60%): In consultation with POLIS and Public Safety Canada, HRP has completed an expert panel exercise to design a 'core' set of survey questions that will form the basis for our community survey. These will be piloted by the end of the calendar year, and subsequently refined for consistent use going forward.

HRP 1.03 EFFECTIVE AND EFFICIENT RESPONSE TO CRIME

Cyber Threat Protocol – Development and Implementation (10%): KPMG has completed their assessment of HRP as it related to security of systems, data and policies. The draft report has been submitted to both HRP and ICT with discussions being had between HRP and ICT regarding security application. Until agreement on the way forward is reached, we are unable to move forward on implementation. Moreover, this project cannot happen without the expertise of the CISO, therefore no further action is planned until that position is in place.

The Capability Response Framework (20%): Due to organizational changes, a new inspector has been put in charge of this deliverable. The inspector will be taking the next month to review all research in order to ensure they are comfortable with the material before beginning the development process.

HRP 1.04 REDUCTION OF VICTIMIZATION

The Crime Reduction Strategy (60%): Due to organizational changes, a new inspector has been put in charge of this deliverable. The inspector will be taking the next month to review all research in order to ensure they are comfortable with the material before beginning the development process.

Expanded Victim Support Plan (10%): Due to organizational changes, a new inspector has been put in charge of this deliverable. The inspector will be taking the next month to review all research in order to ensure they are comfortable with the material before beginning the development process.

HRP 1.05 REDUCTION OF CRIME AND INCREASE IN SAFETY

Operational Assessment for a Mass Notification System (40%): HRP will be attending an update meeting with the HRM ICT Project Manager in early October. The project is currently being reviewed by HRM procurement and legal.

Opioid Misuse Strategy (0%): Due to organizational changes, a new lead has been put in charge of this deliverable. The lead will be meeting with Supt. Jim Perrin this week to discuss expectations. Supt. Perrin also sits on the NS Opioid Strategy Leadership Committee, which met for the first-time last week.

Legalization of Marijuana Strategy (0%): Due to organizational changes, a new lead has been put in charge of this deliverable. The lead will be meeting with Supt. Jim Perrin this week to discuss expectations. Supt. Perrin also sits on the HRM Marijuana Impact Committee, which met for the first-time last week.

Sexualized Violence Strategy (0%): The inspector in charge of this deliverable is currently working to identify and document HRP's objectives for this strategy. Once comprehensive objectives have been defined, they will meet with the new Victim Services Coordinator to discuss the deliverable and the objectives. Together, they will identify & contact the appropriate partners for engagement in this strategy. It is anticipated that the partners will include the following: Halifax District RCMP, representatives from the Universities in HRM, Community & School Resource officers from HRP & RCMP, and other community partners who are directly connected with youth in the community.

Gun Safety Strategy (0%): Due to organizational changes, a new inspector has been put in charge of this deliverable. The inspector will be taking the next month to review all research in order to ensure they are comfortable with the material before beginning further research and/or the development process.

HRP 1.06 GOOD GOVERNANCE

The HRP Facilities Plan and Council Report (40%): A consultant has completed the draft business case and provided it to HRP. EMT will meet to review, discuss, and make any final adjustments in the next month.

Supply Assistant (100%): A Supply Assistant has been hired and trained.

HRP Foundation (100%): The Foundation has been approved and is up and running.

Improved Dispatch and Call Management Process (50%): Due to organizational changes, a new inspector has been put in charge of this deliverable. The inspector will be taking the next month to review all research in order to ensure they are comfortable with the material before providing an update.

HRP Leadership Profile - Competency Profile (0%): Due to organizational changes, a new committee needs to be created to move this deliverable forward. The inspector in charge of this deliverable will be meeting with individuals this week to move the work forward.

HRP Leadership Profile - Integration of competency profile into promotional process (0%): Due to organizational changes, a new committee needs to be created to move this deliverable forward. The inspector in charge of this deliverable will be meeting with individuals this week to move the work forward.

HRP Leadership Profile - Performance Management and Development Tool (0%): Due to organizational changes, a new committee needs to be created to move this deliverable forward. The inspector in charge of this deliverable will be meeting with individuals this week to move the work forward.

Succession Planning (0%): Due to organizational changes, a new committee needs to be created to move this deliverable forward. The inspector in charge of this deliverable will be meeting with individuals this week to move the work forward.

Civilianization of specialized functions (10%): HRP is currently researching the feasibility of partial civilianization of the FIS role.

Security Coordinator Position (50%): HRP found two viable candidates for the CISO position, however both rejected the offer due to issues surrounding compensation. HRP is currently reviewing resumes in hopes of being in the position to interview in November.

Digital Forensics Technician (0%): A second year deliverable, therefore no update at this time.

HRP 1.07 FACILITIES AND INFRASTRUCTURE

HRP Intranet Strategy (20%): Given the complexity of this deliverable, HRP will be competing a comprehensive plan with defined objectives, audiences and actions before going too far on the tactical deliverables. PR is in the process of drafting a plan, and we believe we will have a good draft of the masterplan by the end of October. Simultaneously we have reviewed what does and doesn't work in the current intranet and have compiled the takeaways. The next step is to start our outreach to different functional groups within HRP to make them aware we need them to identify a liaison for their unit. Their job will be to advocate for their unit's needs and help us understand their unique challenges and needs related to the intranet.

HRP Technology Roadmap (60%): HRP continues to work with HRM Procurement, ICT and relevant stakeholders to bring several of these projects to fruition. Clarification on spending authority and the role of the sponsor needs to be addressed with ICT. Once clarified, resource allocation will need to be addressed. HRP is currently awaiting the hiring of the CISO before any further discussions on ICT and HRP alignment take place.

Attendance Management SAP Project (0%): A second year deliverable, therefore no update at this time.

E-disclosure Pilot Project (0%): A second year deliverable, therefore no update at this time.

HRP 1.08 LEARNING AND INNOVATION CULTURE

Block Training (50%): HRP has completed preliminary analysis of data from the verbal de-escalation (Verbal Judo) module in block 2017. Results suggest the training achieved a number of its goals with no 'backfire' effects and was well-received. The data analysis is now being prepared for technical reporting and peer review.

Living Lab Framework (10%): The majority of work for this deliverable will take place in the 2018/19 fiscal year. Preliminary meetings have been held between Dr. Giacomantonio and members of STIU to understand the current technological capabilities and what options may exist for a more robust ongoing analysis of administrative data.

Evidence-based Policing (40%): Dr. Giacomantonio has been working with the Police Leadership Program at Dalhousie to develop a course curriculum on Strategic Management through Evidence-Based Policing. This curriculum will form the basis of an internal short course at HRP, and the longer course at Dalhousie will also be available to HRP officers.

HRP 1.09 OPERATIONAL EXCELLENCE

The HRM-aligned Emergency Response Plan (75%): Due to organizational changes, a new inspector has been put in charge of this deliverable. The inspector will be taking the next month to review all research, dependencies, risks, and threats in order to ensure they are comfortable with the material before creating the plan.

Policy Review (20%): A risk assessment tool is currently being applied to the HRP Policy Manual in order to risk each policy for update/development needs. This will ensure that policies are being worked on in a risk-based, timely, and efficient manner.

Review of the Office of Internal Oversight Services (20%): The Office of Internal Oversight and Risk Management is currently recovering from member turnover. The unit is currently working on cleaning the interior of the unit, e.g. QM Stores and Property and Exhibits. An upcoming audit course is scheduled for October to have unit members trained. The unit is also working with the Policy and Planning Unit to have audit policy and procedures outlined in the HRP Policy Manual.

HRP 1.10 ORGANIZATION CULTURE AND RESPONSE PHILOSOPHY

The HRP Mental Readiness Program (100%): The Road to Mental Readiness Program has been rolled out to all HRP personnel. The HRP Health and Wellness Coordinator position has been filled and the successful applicant is currently reviewing all facets of HRP in order to properly evaluate the health and wellness needs of the Business Unit.