Bi-monthly Strategic Plan Update to Police Board of Commissioners
Current up to April 20, 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.

Note:

Fiscal Year 2017/18 Business Plan deliverables will be reported on in the June update. This allows for adequate time for work to begin

HRP 1.01 Employee and Public Relations (100%)

The Public Relations (PR) Strategy was an aspirational framework which was intended to create a culture of communications within HRP, where strategic communications underpins the organization's strategic, operational and administrative endeavours. The PR Strategy, its facets of communications and concepts are becoming instilled in the way the organization operates. The PR Strategy is constantly evolving and is influenced by operational demands and other factors such as staffing, competing deadlines and/or projects being deferred or determined to be infeasible. While PR Unit staff implemented tactics under each of the key facets of the PR Strategy, not every single tactic was undertaken/completed; however, it is anticipated that many, but not all, of the same facets, concepts and tactics will be carried forward. While the PR Strategy will not be a deliverable in the Business Plan year over year, the PR Unit commits to following an annual strategy to guide them in their work as this has proven useful. The PR Unit has incorporated its feedback into the HRP Crisis Communication Plan and have worked with Corporate Communications to finalize the corporate Crisis Communication Plan which has been sent to the Chief and Deputy for their input and approval. The input provided by the Chief and Deputy will be incorporated and the plan will continue to be an evolving document which will also mirror the corporate plan where possible. The PR unit have set up information sessions on the Incident Command System for communications staff with Halifax's Emergency Management Office.

- HRP 2.01 – Public Relations Strategy – 100% completed
- HRP 2.16 – Crisis Communication Exercise – 100% completed

HRP 1.02 Partnerships and Integrated Community Partnerships (95%)

HRP continues to collect and collate data for the Partnership Analysis spreadsheet. HRP has made steps to facilitate the receipt of any outstanding data requests and continues to group data in order to enable necessary analysis by the Research Coordinator. A preliminary results document has been prepared however there is still work remaining as the data is still being collected.

- HRP 2.05 – HRP Joint Partnership Plan – 90% completed

HRP 1.03 Effective and Efficient Response to Crime (90%)

ICT will lead the Cyber Threat Protocol project which is directly linked to the IM Roadmap. KPMG submitted their report for HRP and ICT review; a draft of the security guidelines has been completed and

submitted to executive management for comment. The Compatibility Framework is an on-going process and is therefore being assessed and modified where necessary. The Framework will be aligned with the Crime Reduction Strategy in the next fiscal year. A replacement Emergency Notification System is in discussion within the Corporate Mass Notification System (MNS) and a local voice services master agreement has been signed with Bell Aliant to purchase it. ICT has requested a HRP SME attend meetings with the other Business Units to discuss MNS requirements. The Workload Analysis report has been created and meetings have taken place with senior management staff to discuss revisions. The operating guidelines for the Real Time Crime Centre have been completed and provided to all the crime analysts, and the RTCC has officially re-opened and will be operated by all analysts on a weekly rotation. A document has been created to track all operational issues, including closures due to staffing and technical issues.

- HRP 2.04 – Incident Command System (ICS) Implementation – 100% completed
- HRP 2.18 – Workload Analysis – 90% completed
- HRP 3.03 – HRP Capability Response Framework – 100% completed
- HRP 3.06 – Real Time Crime Centre Pilot Project Outcomes – 95% completed
- HRP 3.08 – Operational Assessment for a Mass Notification System – 50% completed
- HRP 3.09 – Active Aggressor and Lockdown Procedures – 100% completed
- HRP 3.11 – Cyber Threat Protocol – 85% completed

HRP 1.04 Reduction of Victimization (85%)

The Victim Support Plan includes the Domestic Violence Strategy document which is expected to be completed in 2018. Building from last year we will work with the key findings and recommendations to further develop our operational response. The Business Support position for Victim Services has been filled and the current program manager is retiring from HRP in June of 2017. The Crime Reduction Strategy workgroup was contacted by the HRM Public Safety Advisor to collaborate with his unit, as there appears to be some commonalities between the work being done on HRP's Crime Reduction Strategy and the advisors Strategic Plan..

- HRP 3.04 – HRP Crime Reduction Strategy – 70% completed
- HRP 3.05 – HRP Expanded Victim Support Plan – 100% completed

HRP 1.05 Reduction of Crime and Increase in Safety (85%)

Regarding the Fugitive Apprehension Strategy, the term Safe Surrender has been amended to Voluntary Surrender, the date remains set for April 29, 2017 at the Dartmouth North Community Centre and communication regarding the program has gone out on social media to inform citizens. In regard to the Pedestrian Safety Action Plan, the Province of NS has rolled out their new traffic themed months which HRP has implemented. The Traffic unit will be receiving information monthly on problem areas. The eMVA roll-out is complete and has been fully implemented into patrol. Traffic data will continue to be shared with TPW on a monthly and as requested basis. The Gun Safety Campaign deliverable has been modified and rolled over to the 2017/18 Business Plan.

- HRP 2.06 – Annual Pedestrian Safety Action Plan – 100% completed
- HRP 3.02 – Juvenile Prostitution Targeting Strategy – 100% completed
- HRP 3.13 – Fugitive Apprehension Strategy – 90% completed
- HRP 3.14 – Gun Safety Campaign – 100% completed

HRP 1.06 Good governance (85%)

The Improved Dispatch/Call Management process is related to the recommendations from the POMAX consultant report, and as a result of that report a program team was struck, led by an ICT project manager. All of the related projects are progressing with minor issues being addressed as they arise; a review of the status of all projects in on-going. Regarding the HRP Leadership Profile, the competency review team has held meetings to discuss job descriptions, and competency profiles have been

completed for the Constable, Sergeant and Staff Sergeant ranks. The associated competency profiles and indicators have been completed for the Constable and Sergeant ranks and a review of the Staff Sergeant rank will occur shortly. The HRP Foundation report was presented to the Board of Police Commissioners on February 27th and will be released on approval from Council.

- HRP 2.08 – HRP Alignment with the Police Board of Commissioners – 100% completed
- HRP 2.07 – Improve Dispatch/Call Management Process – 95% completed
- HRP 2.09 – HRP Leadership Profile - 40% completed
- HRP 2.17 – HRP Foundation – 100% completed

HRP 1.07 Facilities and infrastructure (55%)

Draft three of the Facilities Plan was received in early March and will be reviewed with HRP stakeholders so that a final report can be available, as expected, for the April meeting of executive management. The report on the Technology Roadmap was submitted to KPMG and will need additional review by HRP and ICT; approval of the Service Delivery Model is currently with ICT and we are awaiting new releases from Versaterm in order to proceed with Records Management System upgrades.

- HRP 2.15 – HRP Facilities Plan and Council Report – 40% completed
- HRP 2.12 – HRP Technology Roadmap – 70% completed

HRP 1.08 Learning and innovative culture (100%)

A meeting was held with the Divisional Commanders regarding the school liaison function. HRP has reached out to the Canadian Centre for Child Protection to discuss new programs available for the upcoming school year and a meeting has been set with HRSB to discuss the role of SROs. A final report on the status of the SRO position has been prepared for senior management's review.

- HRP 2.03 – HRP Human Resources skills map – merged with Leadership Profile under 1.06: Good Governance
- HRP 3.07 – Review of the School Liaison Officer function – 100% completed

HRP 1.09 Operational excellence (80%)

Work on the Emergency Response Plan continues with the completion of the qualitative impact analysis which will enable us to identify main dependencies, risks, and threats for IES. Information regarding MOUs, agreements, emergency plans, and infrastructure are being gathered to be reviewed for emergency and business continuity best practices. New audits will be based on risk profiles and reviews of the Operational Risk Registry. Sergeants have completed the audit of SMEAC and Risk Assessment processes and forms which has been forwarded to the requesting Inspector for review. A review of the audit process continues so a consistent set of procedures and definitions can be established.

- HRP 2.02 – HRM-aligned Emergency Response Plan – 65% completed
- HRP 2.11 – Review of HRP promotional training process – 100% completed
- HRP 2.13 – Audits – 100% completed
- HRP 3.01 – Implementation of Audit Recommendations – 100% completed
- HRP 3.10 – Investigator's Guide For Online Crime – 100% completed
- HRP 3.12 – Social Media Crime Solving Tool – 100% completed

HRP 1.10 Organization Culture and Response Philosophy (100%)

The Health and Wellness Coordinator position has been approved and posted for competition.

- HRP 2.10 – HRP Health and Wellness Program – 100% completed
- HRP 2.14 – 2016 Atlantic Policy Academy Class – 100% completed