



HALIFAX

HRP Strategic Plan

Phase I Report 2015/16 – 2018/19

Phase II 2018/19 – 2020/21

HRP Strategic Planning 2018

- 2015 Halifax Regional Police Strategic Plan developed in 2015
- There was considerable internal and external consultation to define HRP values, commitments and priority goals.
- The Plan is divided into 3, 5, and 10 years phases
- Chief has initiated a Strategic Planning Refresh for Phase I
- This includes a “check in” with HRP staff, BOPC to update on Phase I progress and develop action items for Phase II
- Three HRP staff engagement sessions are scheduled
- Also there are two external engagement sessions scheduled (am & pm) for October 16, 2018; one with BOPC and the other representing partners who were consulted in 2015
- Ideas from the engagement sessions will go through a business case development process and be vetted through senior managers for a final decision by the Chief and Deputy Chief



HRP Strategic Plan Priorities for 2015/16 - 2018/19

Reduction & Response to Crime

PRIORITY #1: Reduction of Crime and Significant Increase in Safety ✓

PRIORITY #2: Effective and Efficient Response ✓

PRIORITY #3: Reduction of Victimization ✓

Safe Communities

PRIORITY #4: Partnerships and Integrated Community Relationships ✓

PRIORITY #5: Organizational Culture and Response Philosophy ✓

Effective & Innovative Police Service

PRIORITY #6: Operational Excellence ✓

PRIORITY #7: Learning and Innovative Culture ✓

PRIORITY #8: Facilities and Infrastructure ✓

PRIORITY #9: Good Governance ✓

PRIORITY #10: Employee and Public Relations ✓



COMMITMENT #1 3 YEAR GOALS 2015-2018
Reduction and Response to Crime and Quality of Life Concerns

PRIORITY #1: Reduction of Crime and Significant Increase in Safety ✓	PRIORITY #2: Effective and Efficient Response ✓	PRIORITY #3: Reduction of Victimization ✓
<p>HRP WILL DEVELOP AND IMPLEMENT A REVISED CRIME REDUCTION STRATEGY</p> <ul style="list-style-type: none">• Revised HRP Crime Reduction Policy Framework	<p>HRP WILL CREATE A CAPABILITY RESPONSE FRAMEWORK THAT OUTLINES WHAT WE WILL DO IN TIMES OF CRISIS AND HOW WE ALIGN WITH OTHER AGENCIES</p> <ul style="list-style-type: none">• Capability Response Framework & HRM-aligned Emergency Response Plan	<p>HRP WILL RESEARCH AND EXPAND THE SERVICES OFFERED TO VICTIMS OF CRIME</p> <ul style="list-style-type: none">• HRP Expanded Victim Support Plan



COMMITMENT #2

Safe Communities 3 YEAR GOALS 2015-2018

PRIORITY #4: Partnerships & Integrated Community Relationships ✓

HRP WILL COMPLETE A GAP ANALYSIS THAT OUTLINES ALL PARTNERSHIP GAPS AND WILL DEVELOP A JOINT PARTNERSHIP PLAN BASED ON THE NEEDS AND CAPACITY OF BOTH HRP AND THE COMMUNITIES WE SERVE

- HRP Joint Partnership Plan
- Partnership Inventory & Gap Analysis

PRIORITY #5: Community Integration and Capacity Building ✓

HRP WILL ASSEMBLE PRIORITY GROUPS TO UNDERTAKE EACH PRIORITY AND DETERMINE HOW OUR VALUES WILL BE INCORPORATED INTO ALL FACETS OF OUR ORGANIZATION

- 10 Priority Working Groups coordinating the action items



COMMITMENT #3

An Effective and Innovating Police Service 3 YEAR GOALS 2015-2018

PRIORITY #6: Operational Excellence ✓	PRIORITY #7: Learning and Innovative Culture ✓
<p>HRP WILL CONTINUE A COMPREHENSIVE ASSESSMENT OF ALL OPERATIONS AND ADMINISTRATIVE FUNCTIONS TO DETERMINE THEIR ALIGNMENT WITH OUR VALUES AND THIS PLAN. HRP WILL CREATE A DEDICATED RESEARCH AND DESIGN POSITION THAT WILL WORK TOWARD KEEPING HRP AT THE CUTTING EDGE OF INNOVATION. HRP WILL CREATE A PERFORMANCE MEASUREMENT STRATEGY TO IDENTIFY KEY PERFORMANCE INDICATORS THAT CAN BE TRACKED YEAR TO YEAR</p>	<p>HRP WILL DEVELOP A HUMAN RESOURCES PLAN THAT ENCOMPASSES RECRUITMENT, PERFORMANCE MANAGEMENT, PROFESSIONAL DEVELOPMENT, SUCCESSION PLANNING AND DIVERSITY. THESE PRACTICES WILL FINCTION AS VITAL TOOLS EMBEDDED INTO OUR NEW CULTURE. HRP WILL IDENTIFY THE SKILLS AND COMPETENCIES IT CURRENCTLY HAS AS WELL AS THE GAPS THAT NEED TO BE FILLED</p>
<ul style="list-style-type: none">• Research Coordinator Function• HRP KPI Identification & Tracking	<ul style="list-style-type: none">• HRP Human Resources Skills Map



COMMITMENT #3

An Effective and Innovating Police Service 3 YEAR GOALS 2015-2018

PRIORITY #8: Facilities and Infrastructure ✓	PRIORITY #9: Good Governance ✓	PRIORITY #10: Employee and Public Relations ✓
<p>HRP WILL DEVELOP A FACILITIES PLAN THAT OUTLINES REQUIREMENTS FOR ALL FACILITIES, INCLUDING HOW TO BE MORE CUSTOMER FOCUSED. HRP WILL SUBMIT ITS FACILITIES PLAN TO HRM COUNCIL AND WILL DEVELOP A TECHNOLOGICAL INFRASTRUCTURE ROADMAP</p>	<p>HRP WILL SUPPORT THE FURTHER DEVELOPMENT AND EFFICACY OF THE BOARD OF POLICE COMMISSIONERS. HRP WILL CREATE A REPORT THAT IDENTIFIES CHALLENGES ASSOCIATED WITH LEADERSHIP AND HOW WE CAN ENSURE THE BEST PERSON FOR THE JOB IS IN EACH POSITION</p>	<p>HRP WILL UNDERTAKE AN ASSESSMENT TO CAPTURE THE CURRENT DUTIES OF THE PUBLIC RELATIONS UNIT AND ANALYZE ANY CAPACITY ISSUES THE UNIT MAY BE FACING. HRP WILL IMPLEMENT A PROCESS THAT IDENTIFIES WHEN THE PUBLIC RELATIONS UNIT MUST BE ENGAGED ON CORPORATE AND OPERATIONAL INITIATIVES</p>
<ul style="list-style-type: none"> • CISO Function - Tech Road Map in progress • HRP Facilities Plan Framework 	<ul style="list-style-type: none"> • Close collaboration with the Board of Police Commissioners • HRP Leadership Profile 	<ul style="list-style-type: none"> • Enhanced after hours capacity & capacity analysis in progress • PR Unit Operations Manual complete



COMMITMENT – REDUCTION AND RESPONSE TO CRIME

5-Year Goals, 2015 – 2020

Priority 1: Reduction of Crime and Significant Increase in Safety

- HRM's rating within the Crime Severity Index will continue its downward trend.

Priority 2: Effective and Efficient Response

- HRP will align our people, equipment, policies and training to allow HRP to respond to small, medium and large-scale incidents in a coordinated manner with key stakeholders - our response will be reinforced with practice scenarios and regular use of appropriate protocols.

Priority 3: Reduction of Victimization

- HRP will ensure a fully-integrated victim response model is in place so agencies are not working in silos



COMMITMENT – SAFE COMMUNITIES

5-Year Goals, 2015 – 2020

Priority 4: Partnerships and Integrated Community Relationships

- HRP will operate within a community partnership, with established priorities that target high-priority community safety concerns.

Priority 5: Organizational Culture and Response Philosophy

- HRP will design and implement a comprehensive health and wellness program to support our employees' mental and physical needs through education, prevention, intervention and recovery. It will be interwoven into all aspects of our service delivery model.



COMMITMENT –EFFECTIVE AND INNOVATIVE POLICE FORCE

Priority 6: Operational Excellence

- HRP will develop an action plan to address deficiencies identified in the operational assessment.

Priority 7: Learning and Innovative Culture

- HRP's Human Resources Plan will identify the required competencies and skills for all employees, and specific career paths for key roles. HRP will support employees in the creation of their individual professional development plans, provide relevant training opportunities and regular performance feedback.

Priority 8: Facilities and Infrastructure

- HRM and HRP will have the appropriate facilities and technology, to facilitate innovation, a learning culture and operational excellence. HRP facilities and technology will be fully integrated and working seamlessly.

Priority 9: Good Governance

- HRP will develop a strong team of leaders who will successfully enable the organization and the community to reach our collective goals. HRP will clarify all relationships, roles and jurisdictions with the BOPC, HRM, Province of Nova Scotia and Government of Canada.

Priority 10: Employee and Public Relations

- HRP will have the capacity and ability to be timely, competent and responsive to all new public relations functions and forums, including new media. HRP will, when necessary, realign resources to properly support all public relations endeavours.



Summary

- Considerable progress has been made in our ten year Strategic Plan and the main themes and goals continue to be relevant
- Focus is to communicate what has been accomplished & to develop action items to meet the 2020/21 priorities
- Action items will be part of the Business Planning cycle

