Summary of Recommendations on Reporting to the BOPC
April 15, 2019

Decisions Made in December 2018
Information Report from Chief of HRP
- o Retire the report
- o Retain the information on Police Diversity Working Group as part of Strategic Plan dashboard (e.g., monthly, quarterly)

Board of Police Commissioner's Dashboard
- o Retire the report
- o Include standing agenda item for topics of interest from the board perspective

HRM and RCMP Quarterly Statistical Overview
- o Retain the current report but provide it twice yearly to compare current period to previous period

HRM and RCMP Environmental Scan
- o Retire the report

Information for the OIC Halifax District HRM BOPC Meeting
- o Retire the report

Budget
- o Quarterly according to the budget cycle
- o Include reporting on the BOPC budget

New items
HRP Strategic Plan and RCMP Annual Performance Plan
- • Dashboards attached for review

Outstanding Items
- • How do we as a board review Public Safety Strategy Document?
- • Governance between BOPC and HRP and RCMP

HRP STRATEGIC PLAN PHASE II QUARTERLY REPORTING

			2019-2020 % Complete	2020-2021 % Complete
REDUCTION & Response to Cri		*HRP will work to reduce crime and the victimization caused by criminal behavior.*		
	Enhanced Trauma Informed Response	Review current practices for Trauma Informed Response and develop a report & recommendations for improvement. - Assess expanded function and scope to ensure partnership opportunities	0%	
	Explore Hub Approach Pilot Project	To explore if the HUB Model could be used in HRM to mobilize Public Safety resources in an effective and efficienct manner to address policing issues. 1) Research HUB model in current Canadian police services 2) Review information and develop recommendations for potential HRP pilot 3) Establish pilot project team 4) Implement pilot project 5) Complete evaluation report on pilot with recommendations	0%	
	Review of COMSTAT Process	Review and evaluate the current COMSTAT Process for improvement. 1) Evaluate current COMSTAT Process 2) Develop recommendations for improvement 3) Research best practice optimization models 4) Develop new COMSTAT process 5) Implement new process	0%	
	***Sexualized Violence Strategy**	HRP, in partnership with Halifax District RCMP and HRM, will research, review and consult on the development of a targeted approach to sexualized violence, paying specific attention to university students and youth. This item is carried over from Phase I of the HRP Strategic Plan that was not completed. 1) Research, information and assessment √ 2) Determine Scope √ 3) Meetings with universities 4) Confirm initiative/event	50%	
Safe Communities		*HRP commits to building and sustaining safe communities by collaboratively working with our partners.*		
	HRP Diversity and Inclusion Plan	HRP is committed to promoting diversity and inclusion and creating a workplace where everyone feels included and respected. HRP will implement the Canadian Centre for Diversity and Inclusion (CCDI) Diversity Meter Tool. The information obtained from the Diversity Meter Survey will provide valuable data and support the development of realistic and effective action plans. - HRP will implement the Diversity Meter Tool and evaluate the results HRP will develop an action plan based on the results of the Diversity Meter and consultations with internal and external stakeholders. This plan will support the goals of HRP's Strategic Plan and HRM's Diversity and Inclusion Framework.	0%	
	Community Partnership Continuity Project (HLC Priority)	As part of HRP's participation in the Healthy, Liveables Communities Priorities Committee, Halifax Regional Police will build on work completed to date on the community partner inventory and develop a framework to review HRP community engagement initiatives to identify if they are achieving public safety goals. 1) Update 2017 community partners inventory 2) Develop logic model for community partnerships 3) Assess current partnerships/initiatives against model 4) Develop report & recommendations Halifax Regional Police will formalize community relationship management according to function and position to ensure knowledge transfer occurs as part of the transition process.	0%	
	Internal Communications Strategy	Develop a detailed plan on how information and data will be shared within HRP - include a HRP Secure online communications portal that will allow for information sharing and transactional communications with partners, e-disclosure - assign a resource to coordinating internal communications	0%	

	Collaborative Justice Research Centre Feasibility Study	HRP will work with local universities, the Department of Justice and other stakeholders to develop a study plan determine feasibility of establishing a joint collaborative justice research centre. 1) Assemble Planning Team 2) Research Project Funding Options 3) Funding Application Submission to develop the Feasibility Study 4) Determine Study Scope 5) Complete Feasibility Study Report	**0%**	
	External Communications Strategy	Develop a comprehensive external communications strategy that includes provision for public safety education, event planning, HRP strategic messaging/proactive communication messaging and a multi media plan. - includes regular Public Safety Awareness features - coordinated, planned and purposeful that provides and enhanced focus on proactive public safety and public education	**0%**	
	Public Safety Strategy Liaiason	HRP will support the Public Safety Strategy by designating a management liaison ensuring reporting alignment with the HRP Strategic Plan and the Public Safety Strategy.	**0%**	
	Street Checks Review and Report	HRP will receive and review the Nova Scotia Human Rights Commission report on Street Checks and develop a plan to respond to recommendations. The plan will include a review of current HRP policy and practices with recommended changes if required.	**0%**	
Effective & Efficient Police Service	**HRP is committed to operational performance excellence through continuous improvement, creating a learning culture, and progressive leadership.**			
	Employeee Engagement	HRP will review the results of the employee engagement survey and develop a plan to identify and address the issues. The project includes: 1) Review of employee survey data and analysis 2) Develop report/presentation with recommendations 3) Present to Senior Management for direction 4) Develop action plan for implementation	**0%**	
	Employee Recognition	HRP will review their employee recognition initiatives and determine if they are achieving intended goals. The project includes: 1) Research best practice models on employee recognition 2) Develop report/presentation with recommendations 3) Present to Senior Management for decision 4) Implement pilot based on Senior Management Approval 5) Evaluate pilot and adjust	**0%**	
	Optimize Training Model	Develop and publish and annual training calendar that includes HRP courses as well as other relevant training opportunities. Update Sergeant School Training program and deliver a session	**0%**	
	HRP Police College Registration	Establish a police science program to train cadets Complete the certification process for a Nova Scotia Private Career College Complete a recruitment process for HRP Police Science Cadets Deliver training program to initial cohort of police cadets.	**0%**	
	Leadership Training	Research and document best practices models for leadership training for police executive. 1) Research and jurisdictional review on executive leadership training programs in Canada with a focus on law enforcement 2) Key Informant Interviews with other police services, training institutions and subject matter experts. 3) Analysis and Review – understand cost-benefits, comparison of programs and outcomes, credential recognition, 4) Delivery of Report & Recommendations – prepare written report and present to managers.	**0%**	
	New Supervisors Training for Managing People	In consultations with HRM Training, develop a specialized training program for new police supervisors that focuses on managing people and developing high performance teams. 1) Define Scope 2) Assemble Working Group 3) Develop learning outcomes and curriculum 4) Identify deliverery options 5) Deliver pilot program and evaluate	**0%**	

Compentency Based Promotions	Research and gather information on best practice models that may be appropriate for HRP -develop recommendations for a future program that could be part of new collective agreement	**0%**	
Improved Knowledge Transfer	There are two components to this project: Knowledge Transfer from conference, professional develop and training and Knowledge when employees are transitioning out of a position A) Knowledge Transfer from conference, professional develop and training Improve the formal and informal knowledge transfer within HRP by:	**0%**	
Performance Excellence	1) Establish an HRP working group on Peformance Excellence 2) Develop a list of potential projects and timelines - suggested projects include: records management review, fingerprint backlog, research and lost case files 3) Select one or two project for implementation 4) Evaluate success and make adjustments 5) Implement another project	**0%**	
Review Patrol Deployment Model	Assess and evaluate current model of patrol deployment to ensure optimization of resources	**0%**	
Sucession Planning	HRP will establish a working group to address issues relating to Succession Planning.	**0%**	
HRP Strategic Planning Refresh and Phase II Action Plan	Conduct a "Refresh" of the HRP Strategic Plan and develop a two-year action plan. 1) Planning - Approved Project Charter to define the scope of the Strategic Plan Refresh 2018 and confirm the strategic planning process. 2) Engagement - Develop and Deliver 4 engagement sessions for HRP staff, Police Diversity Working Group and the BOPC 3) Analysis & Assessment - develop a short list of ideas generated by the engagement sessions through consultation with Inspectors and prepared summaires for the Superintendent to recommend and prioritize deliverables 4)Decision and Approval - meeting with Chief and Deputy Chief for approval of 2019-2022 Action Plan 5) Communication - Release updated booket for HRP Strategic Plan	**0%**	
HRP Facilities Plan	HRP will build on the work of the consultant report to identify an option and plan of action to pursue.	**0%**	
eMVA business intelligence (BI) Solution	HRP, in collaboration with Halifax District RCMP, will implement the new eMVA business intelligence (BI) solution, which is an extension of the eMVA project. The eMVA BI will provide HRP with the ability to analyze the data we collect electronically and use it to review the number of accidents, locations of accidents, and other factors. This data may also be provided to other HRM Business Units to assist in evidence-based decision making regarding issues such as pedestrian and cross walk safety. Milestones: 1) Submit reports ✓ 2) Explore access options and evaluate 3) Confirm solution 4) Implement solution	**0%**	
Data Management	HRP, in collaboration with Halifax District RCMP, will develop a Data Management Framework which will define data standards and requirements for data storage. Milestones: 1) Hire Senior Business Analyst ✓ 2) Develop data classification policy 3) Develop support policy package 4) Implement and deploy solution	**0%**	
Development and Implementation of a Source Management Tool	HRP, in collaboration with Halifax District RCMP, will develop and implement a new Source Management Tool, which will remove the paper based process of source information distribution and move HRP toward a 'stand alone' database. This solution will minimize the risk of security/information breaches and increase process efficiencies. Milestones: 1) Issue RFP ✓ 2) Select vendor ✓ 3) Sign contract ✓ 4) Architecture Design ✓ 5) Implement and deploy solution	**80%**	
Records Management System Optimization	HRP, in collaboration with Halifax District RCMP, will optimize its Records Management System (RMS) in order to maximize the use and benefit of the current system. Maximizing the functionality of the RMS will provide support to other projects such as digital storage and data management. Milestones: 1) Project charter developed and signed with sub projects (15) identified ✓ 2) Planning stages (information gathering & research) ✓ 3) Issue RFP 4) Vendor selection 5) Sign contract 6) Implement and deploy solution	**40%**	

	Digital Storage & Secure Communications Portal	HRP, in collaboration with Halifax District RCMP, will undertake a Digital Storage Opportunity Assessment in order to explore best practises for storing digital information such as photographs and videos. This operational assessment will support the development of a secure online communications portal for data and information transfer between HRP/RCMP and electronic crown packages. Milestones: 1) Access current state ✓ 2) Requirements gathering and researching ✓ 3) Identification of option and developing options ✓ 4) Recommendations and solutions 5) Implement and deploy solution	**60%**	
	Development and Implementation of the Cyber Threat Protocol	Halifax Regional Police will develop and implement a suite of polices as part of their Risk Management and Cybersecurity Framework to ensure the confidentiality and integrity of police and public safety data. Milestones: 1) Planning and assessment ✓ 2) Developing framework ✓ 3) Purchase and acquire technology 4) Implement and deploy solution	**50%**	
	Service Delivery Model	HRP, in collaboration with Halifax District RCMP, will develop and implement a new Service Delivery Agreement that will further define roles and expectation of HRP/ICT as it relates to technology support, services, and projects. Milestones: 1) Review current SLA ✓ 2) Draft Service Level Agreement - SLA ✓ 2) Sign Service Level Agreement - SLA 3) Implement new service agreement	**50%**	

Halifax District RCMP
Annual Performance Plan
Fiscal Year 2019/20

PRIORITY	OBJECTIVE	MEASURES	TARGETS	INITIATIVES	UPDATES/STATUS
Crime Prevention And Reduction	Contribute to the Safety of All Halifax District (HRM) *Objective Owner: S/Sgt Anthony Pompeo*	% Reduce trigger crimes (Property & Crimes against Persons)	From 0 - 2	1. Cybercrime: Outreach - Continue outreach activities (youth, seniors, and general public). 2. Intelligence led policing and strategic deployment of human resources. 3. Domestic Violence strategy	
Road Safety	Contribute to Safe Roads and Highways in Halifax District (HRM) *Objective Owner: S/Sgt Terry Barrett*	% Reduce collisions throughout Halifax District	From 0 - 2	1. Apply ComStat processes to analyze collision, dangerous driving, distracted and impaired driving issues and brief management at the 3 week ComStat meetings allowing for strategic deployment of human resources. 2. Strategic deployment of human resources with particular attention to focused checkpoints (suppression), covert street level plans (distracted driving), violation enforcement and effective use of technology (speed signs, social media etc.)	

Police - Community Relations	Diversity - Building Relationships Objective Owner: Insp. Rob Doyle	Crime Prevention & Community Policing Events	From 0 – 6	1. Crime Prevention & Community Policing Events held in Halifax District	
		Events attended by Halifax District Senior Management Team	From 0 – 3	2. Participation in the piloted African Nova Scotian Experience - Past & Present Workshop.	
		Halifax District Attendance at Past & Present Workshop	From 0 - 3		