EDMONTON POLICE SERVICE

REPORT TO THE EDMONTON POLICE COMMISSION

DATE: **2020 July 16**

SUBJECT: **Update to the Edmonton Police Service Business Plan 2020-2022**

RECOMMENDATION(S):

1. The recommended changes in Key Activities and Timelines be approved.

BACKGROUND:

Under the Police Act, the Edmonton Police Service (EPS) is required to produce a multi-year plan which identifies the key work being undertaken, how we will measure success and a budget forecast. The Update to the EPS Business Plan for 2020-2022 captures the shifts the organization is making to respond to events such as COVID-19 while continuing to move EPS closer to reaching its vision. Currently, of the 44 Key Activities identified at the beginning of 2020:

- 30 are on track
- 13 are complete
- 1 is on hold

COVID-19 presented many challenges for policing but also surfaced some opportunities. As a forward-thinking police service, committed to strengthening public trust, EPS is being agile within its commitments and reprioritizing work to take advantage of these opportunities and respond to Edmontonian concerns. This has resulted in two new Key Activities being added to the 2020-2022 Business Plan. These are:

1. Piloting Patrol Electronic Response Teams
2. Dash Cam/In-Car Video

The projects which have been reprioritized are:

1. Community Engagement Strategy – Delivery expedited to 2020
2. Systematic Review of issues facing Indigenous Peoples and response plan – Delivery expedited to 2020
3. Vulnerable Persons Strategy – Delivery changed to 2021
4. Move to NW Campus – Timeline TBD

Further details on the status of all Key Activities are included in the Business Plan Update (Attachment 1). In line with its vision of strengthening public trust and provincial requirements, EPS has also been developing a new Corporate Performance Management Model (Attachment 2). The new Corporate Performance Management (CPM) framework is based on Four Pillars or Dimensions as recommended in the Canadian Police Performance Metrics Framework (CPPMF). Using CPPMF ensures standardization, benchmarking, and alignment with national framework when it is rolled out. A draft version is attached (Attachment 2) that will be developed further on approval.

ADDITIONAL INFORMATION ATTACHED:

1. Attachment 1 – Business Plan Updates
2. Attachment 2 – EPS Corporate Performance Management Model

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Approved By: Enyinnah Okere, Executive Director – Value and Impact Division

Chief of Police: _____
Dale McFee

Date: June 24/20

EDMONTON POLICE SERVICE BUSINESS PLAN 2020-2022

June 2020 Update

Purpose of Business Plan

The Edmonton Police Service (EPS) Business Plan 2020-2022 highlights the work being undertaken annually, how this everyday work is funded and how that funding is allocated for the 2020-2022 period. The Edmonton Police Service is created under the authority of section 27 (1) of the Alberta Police Act , which stipulates that “a municipality that has assume responsibility for establishing a municipal police service… shall establish and maintain an adequate and effective municipal police service under the general supervision of a municipal police commission”. Under this Act, police services in Alberta need to communicate budget information through the local police commission. With that in mind, this document is written with the Edmonton Police Commission (EPC) as the primary audience.

The Annual Business Plan replaces the Annual Policing Plan and is a companion to the EPS Strategic Plan 2020-2022, which lays out EPS’s understanding of our environment, where we see opportunities, how we will track progress and our planning process. The Strategic Plan 2020-2022 also captures the desired state at the end of 2022 which will bring EPS closer to its vision of being a forward-thinking police service that strengthens public trust through addressing crime, harm and disorder. As society has evolved, the role of police has changed. In the modern day and age this means police are being asked to be more proactive and to focus on community well-being in addition to public safety.

Progress Reporting

One aspect of accountability is measuring and reporting our learnings and progress. The 2020 Annual Business Plan was released just as the COVID pandemic was starting to spread in Canada. In line with its commitment to be agile, EPS reassessed its commitments and identified opportunities as well as challenges. This document captures the shifts the organization is pursuing since the release of the Business Plan in April 2020.A public report on the annual commitments outlined in the Business Plan will be brought to the Edmonton Police Commission in Q1 annually.

Our Plan

Goal 1: Balance Support and Enforcement

Priority Area	Key Activities	Completion
Develop a culture of balancing enforcement and support.	• Reconfigure Community Policing Bureau	• 2020
	• Develop a Community Engagement Strategy	• 2020
	• Develop a Vulnerable People Strategy	• 2021
	• Training and Support for implementing Bill C-75	• 2020
Ensure front-line officers have the right supports to make the best choices for balancing enforcement and support.	• Roll out the Community Safety and Well-being Bureau	• 2020
	• Create Integrated Community Safety Division (centralizing youth, offender management and diversion activities)	• 2020
	• Review boundaries for Divisions	• 2021
	• Review IMAC function and structure	• 2020
Focus on how EPS members interact with community members to strengthen public trust.	• Focus on Transit Safety	• 2021
	• Develop a Community Engagement Strategy	• 2020
	• Develop a Vulnerable People Strategy	• 2021
	• **In-Car Video and Dash Cams**	• **2021**
	• Review Deployment Model	• 2020

The changes we will see once this work is completed are:

- EPS resources are made available to reduce calls for service.
- EPS is responsive to high harm crimes.
- EPS members have tools to support a reduction in recidivism.
- EPS uses a variety of responses, informed by needs, data and evidence, to enhance public safety.
- EPS reduces victimizations in high crime areas.

Goal 2: Partner and Advocate

Priority Area	Key Activities	Completion
Form partnerships for better offender management, systems navigation and developing diversion pathways.	• Create Strategic Social Development Branch in Community Safety and Well-being Bureau	• 2020
	• Move Navigation Coordination and intake function to Community Safety and Well-being Bureau	• 2020
	• Heavy Users of Service Program (HELP Model)	• 2020
	• Develop Social Development Framework	• 2020
Use data, research, and education as a foundation to form impactful partnerships.	• Establish Community Solutions Accelerator	• 2020
	• Develop Partnership Framework	• 2020
Define and track outcomes to hold ourselves and others accountable.	• Psychoactive Substance Use Committee	• 2020
	• Develop Community Engagement Strategy	• 2020

The changes we will see once this work is completed are:

- EPS manages offenders more effectively through collaboration and partnerships to reduce recidivism.
- EPS uses evidence and data to determine root causes to prevent crime.
- EPS connect offenders, witnesses and victims to services so that diversion pathways are created.

Goal 3: Innovate and Advance

Priority Area	Key Activities	Completion
Build upon and refine how EPS uses resources by breaking down silos.	• Create Integrated Community Safety Division (centralizing youth, offender management and diversion activities)	• 2020
	• Restructure to centralize functions of CAT teams	• 2020
	• Move Traffic Function	• 2020
	• Move Domestic Violence to Serious Crimes	• 2020
	• Roll out Online Reporting	• 2020
	• Fully rollout Operational Intelligence Command Center	• 2020
	• Develop an Innovation Strategy	• 2020
	• Develop an IT Strategy	• 2020
Use data, research, and education as a foundation to identify areas of largest impact first.	• Create an Intelligence and Analytics Branch	• 2020
	• Create an Information Management and Intelligence Divisions	• 2020
	• Roll-out E-Ticketing	• 2021
	• Pilot Collision Reporting Centers	• 2021
	• Develop a Youth Strategy	• 2020
	• Diversion First Program Phased rollout	• 2022
Encourage innovative problem solving through sharing knowledge/information more broadly across EPS.	• Create a Continuous Improvement function	• 2020
	• Develop a Innovation Strategy	• 2020
	• Create a Research Center of Excellence	• 2020
Build a culture of resiliency, taking smart risks, and accepting and learning from mistakes.	• Develop Innovation Strategy	• 2020
	• Move PICS and Alarm under Information Management Branch	• 2020
	• **Pilot Patrol Electronic Response Teams**	• **2021**
	• Explore model for Joint Training Facility	• 2021
Develop a capital plan for facilities, technologies and equipment	• Identify EPS Priorities for 2023-32 Capital Investment Outlook (Renewal & Growth)	• 2020
	• Review and Update Business Cases	• 2020
	• Present Business Cases to leadership, including Edmonton Police Commission	• 2021
	• Prepare for 2023-26 Budget	• 2022

	• Move to TD Tower	• 2020
	• Move to North West Campus	• 2020

The changes we will see once this work is completed are:

- EPS uses evidence and data to determine root causes to prevent crime.
- EPS regularly leverages its membership to be responsive to emerging needs.
- EPS is effective at using existing resources to address complex problems.

Goal 4: Grow Diverse Talents

Priority Area	Key Activities	Completion
Develop and implement a staffing model that optimizes the acquisition, allocation and deployment of our members.	• Develop Human Resources Strategy	• 2020
Develop and implement a comprehensive approach to recruit, develop and engage our members'.	• Develop Human Resources Strategy • **Systematic review of issues facing Indigenous Peoples and response action plan**	• 2020 • **2020**
Encourage and sustain a positive work culture to retain talent.	• Develop Human Resources Strategy • Develop Inclusive Language Glossary	• 2020 • 2021

The changes we will see once this work is completed are:

- EPS staff are given clear expectations and priorities to guide action more effectively.
- EPS has a diverse workforce to be more effective.
- EPS has a range of perspectives which allow it to continuously adapt to a changing environment.
- EPS resources are organized in a flexible manner so that the organization is always appropriately staffed.
- EPS members feel valued, respected and rewarded for the work that they do driving employee satisfaction, productivity and retention.

Funding

The primary source of EPS funding is designated by Edmonton City Council from its tax levy to police operations. This is supplemented by multiple sources, including municipal policing grants, fine revenue and user fees. Since 2016, Edmonton City Council has allotted operational funding for EPS through a funding formula. The formula is based on population, inflation and an efficiency factor set by City Council that encourages efficient use of resources. As the City of Edmonton has a multi-year budget, the allocation through the funding formula is also multi-year with this allocation designated for 2019-2022.

Funding to address impacts of legislative change or municipal activities (such as annexation of new lands) are requested through a different process outside of the funding formula. As the funding formula covers operating expenses, capital costs are covered through the City of Edmonton Capital Budget process. EPS did not make any capital requests for 2020.

Year	Capital Budget ($000)	Net Operating Budget ($000)	Sworn Full-time Equivalents (Authorized)	Civilian Full-time Equivalents (Authorized)
2019	$54,276	$357,627	1,828.5	853.0
2020	$27,800	$373,005	1,833.0	891.0
2021	$20,193	$389,308	1,858.0	906.5
2022	$18,563	$406,754	1,891.0	918.5

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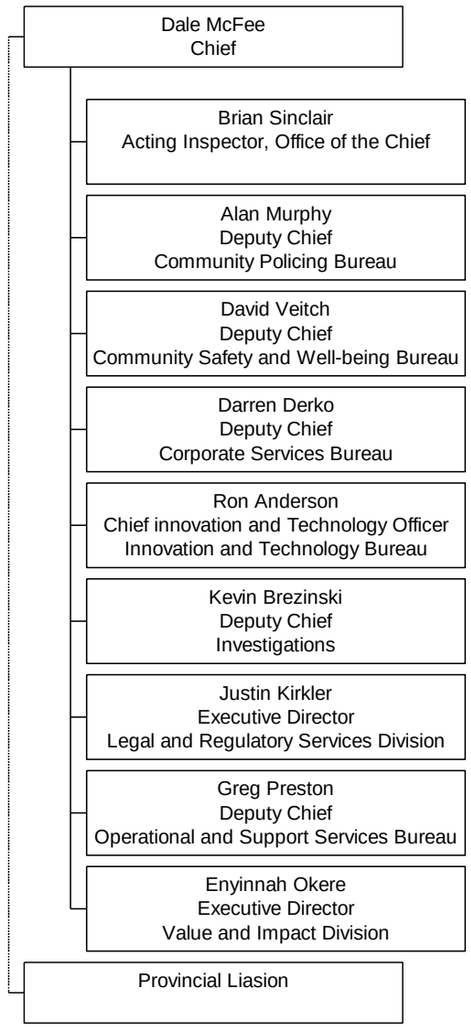
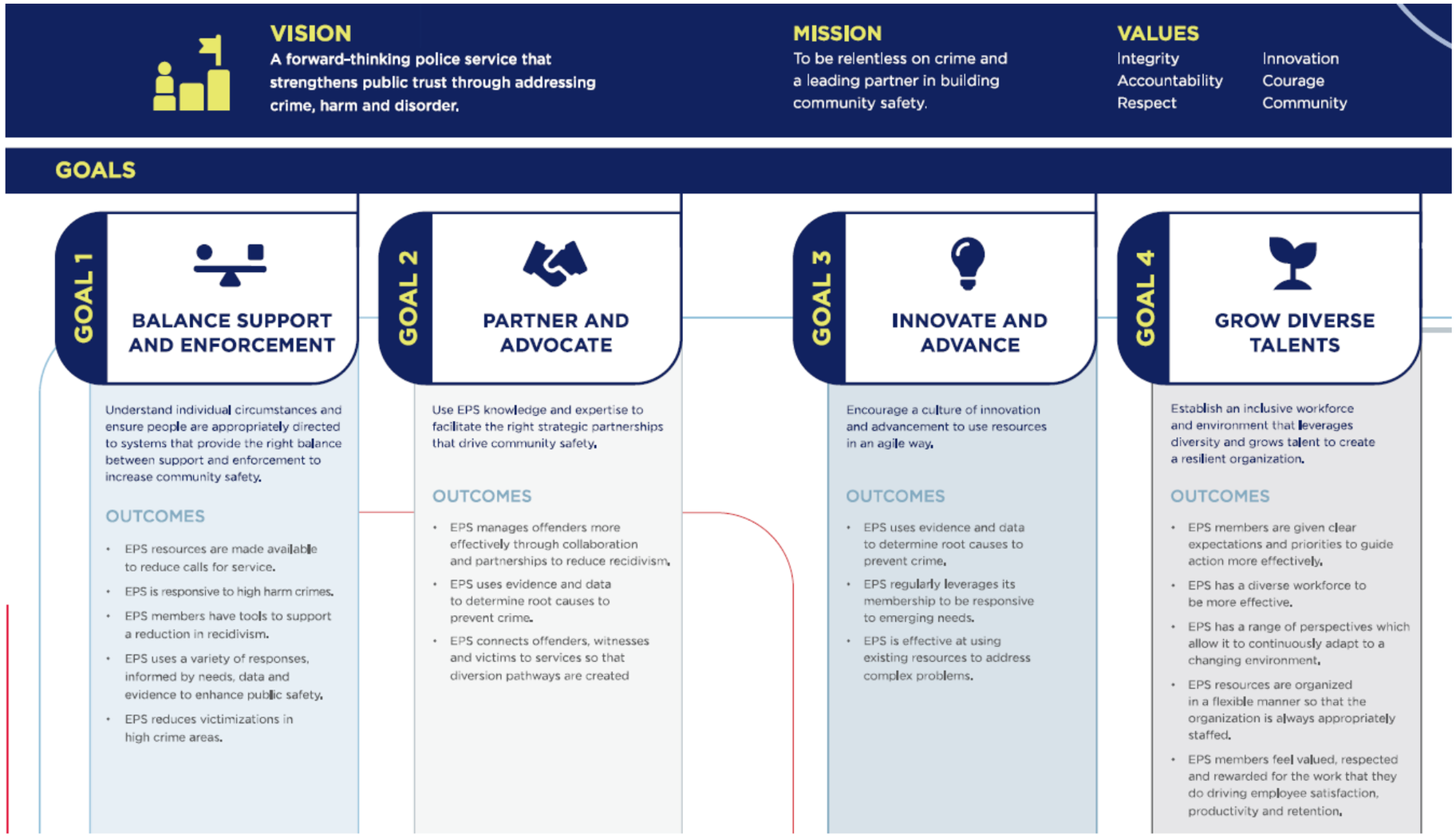
Current and Forecasted Operating Budget

	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	40,720	40,739	40,773
Grants	29,560	29,541	29,507
Transfer from Reserves	22,292	22,292	22,292
Total Revenue & Transfers	$92,572	$92,572	$92,572
Net Expenditure & Transfers			
Personnel	378,499	392,561	408,233
Materials, Goods, and Supplies	18,096	19,218	20,860
External Services	27,225	27,914	28,490
Fleet Services	6,903	6,924	6,946
Intra-municipal Charges	15,475	15,537	15,595
Utilities & Other Charges	14,070	14,385	14,978
Transfer to Reserves	7,070	7,102	5,985
Subtotal	467,338	483,641	501,087
Intra-municipal Recoveries	(1,761)	(1,761)	(1,761)
Total Net Expenditure & Transfers	$465,577	$481,880	$499,326
Total Net Operating Requirement	**$373,005**	**$389,308**	**$406,754**
Full-time Equivalents	2,724.0	2,764.5	2,809.5

EPS Structure



At A Glance


VISION
A forward-thinking police service that strengthens public trust through addressing crime, harm and disorder.
MISSION
To be relentless on crime and a leading partner in building community safety.
VALUES
Integrity
Accountability
Respect
Innovation
Courage
Community
GOALS
GOAL 1
BALANCE SUPPORT AND ENFORCEMENT
Understand individual circumstances and ensure people are appropriately directed to systems that provide the right balance between support and enforcement to increase community safety.
OUTCOMES
EPS resources are made available to reduce calls for service.
EPS is responsive to high harm crimes.
EPS members have tools to support a reduction in recidivism.
EPS uses a variety of responses, informed by needs, data and evidence to enhance public safety.
EPS reduces victimizations in high crime areas.
GOAL 2
PARTNER AND ADVOCATE
Use EPS knowledge and expertise to facilitate the right strategic partnerships that drive community safety.
OUTCOMES
EPS manages offenders more effectively through collaboration and partnerships to reduce recidivism.
EPS uses evidence and data to determine root causes to prevent crime.
EPS connects offenders, witnesses and victims to services so that diversion pathways are created
GOAL 3
INNOVATE AND ADVANCE
Encourage a culture of innovation and advancement to use resources in an agile way.
OUTCOMES
EPS uses evidence and data to determine root causes to prevent crime.
EPS regularly leverages its membership to be responsive to emerging needs.
EPS is effective at using existing resources to address complex problems.
GOAL 4
GROW DIVERSE TALENTS
Establish an inclusive workforce and environment that leverages diversity and grows talent to create a resilient organization.
OUTCOMES
EPS members are given clear expectations and priorities to guide action more effectively.
EPS has a diverse workforce to be more effective.
EPS has a range of perspectives which allow it to continuously adapt to a changing environment.
EPS resources are organized in a flexible manner so that the organization is always appropriately staffed.
EPS members feel valued, respected and rewarded for the work that they do driving employee satisfaction, productivity and retention.

Appendix A: Indicators

The indicators below will support decision making and provide insight on progress. These indicators are also captured in the Strategic Plan 2020-2022 and are one piece of the Corporate Performance Framework which includes measures, baseline data, targets, definitions and methodology. Indicators maybe adjusted as the Corporate Performance Framework develops.

	Balance Support and Enforcement	Partner and Advocate	Innovation and Advancement	Grow Diverse Talent
Repeat victimizations	X	X	X	
Chronic offending rates	X	X	X	
Feelings of safety in public	X	X	X	X
Proportion of incidents where alternate measures where used	X	X	X	
Weighted violation-specific clearance rate	X			
Proportion of incidents where charges were laid or recommended that progressed to court and those that resulted in conviction	X	X		
Rates of violent incidents reported to police by populations with historically low confidence in police	X			
Violent CSI	X			
Non-violent CSI	X	X		
Referrals to social services by type (offender, victim, witness)	X	X		
Usage rates for partners services (e.g. number of hospital visits for drug overdoses)		X		
Repeated calls for service by person and location	X	X		
Re-contact in non-criminal occurrences	X	X		
Innovation maturity			X	X
Employee engagement			X	X
Proportion of personnel on long-term leave (medical, education, other)				X
Proportion of personnel on short-term leave				X
Overtime pay as proportion of overall salaries/expenditures			X	X

Edmonton Police Service

Corporate Performance Management Framework

- Outcomes and metrics are identified around Four Pillars or Dimensions as recommended in Canadian Police Performance Metrics Framework (CPPMF):
    - Dimension 1: Crime and Victimization
    - Dimension 2: Police Activities and Deployment
    - Dimension 3: Police Resources
    - Dimension 4: Trust and Confidence in Police

- Outcomes and Performance metrics are split across three levels in line with business best practice of looking at metrics at Business or Strategic level, Operations level, and Process level. In terms of EPS it would translate to Senior Management and EPC at level 1, Supervisors and Managers at level 2, and Process Owners and Frontline staff at level 3

- Page 2 is a high-level snapshot from Program and Service review lens (an executive summary of the service, outcomes, and metrics) with only Level 1 outcomes and related metrics. Subsequent pages contain outcomes and metrics in detail across all Dimensions

- The outcomes in colour are outcomes from the EPS Strategic Plan and indicate the respective Goal they fall under

- Last page is a high-level organizational Logic Model for EPS (TBD)

- The Framework is still work-in-progress and will be updated after approval

Vision: A forward-thinking police service that strengthens public trust through addressing crime, harm, and disorder.

Mission: To be relentless on crime and be a leading partner in building community safety.

Service Accountability: Chief of Police
Target Group: External
Service Value: Community safety

Subservices	**Accountabilities**
TBD	TBD

Dimension	Service Outcomes	Key Performance Indicators	Type	Benchmark
Crime and Victimization	EPS is a leading partner in building safe communities	Crime rates (Trend – reductions)	Effective	Industry
	Victims of crime have confidence in Police process and feel safe	Perceptions of safety among victims of crime	Effective	Internal
Police Activities and Deployment	EPS is efficient in meeting service standards	Total service time by call type and priority	Efficient	Internal
Police Resources	EPS members feel valued, respected and rewarded for the work that they do driving employee satisfaction, productivity and retention	Number of departures of officers with less than 10 years of experience	Effective	Internal
Trust and Confidence in Police	Citizens are satisfied and confident in community safety service provided by EPS	Public perceptions of police performance • Ensuring safety of citizens • Enforcing the laws • Treating people fairly • Being approachable	Effective	Internal

Dimension 1	Level 1		Level 2		Level 3	
Crime and Victimization	**Outcomes**	**Performance Metric**	**Outcomes**	**Performance Metric**	**Outcomes**	**Performance Metric**
Crime	EPS is a leading partner in building safe communities	Crime rates (Trend – reductions)	EPS uses a variety of responses, informed by needs, data and evidence to enhance public safety (Goal 1)	Police reported crime in public spaces (Trend – reductions)	EPS is responsive to high harm crimes (Goal 1)	Violent crime rates (Trend – reductions)
		Crime Severity Index (Trend – reductions)		Traffic violations (Trend – reductions)		
					EPS uses evidence and data to determine root causes to prevent crime (Goal 2)	TBD
Victimization	Victims of crime have confidence in Police process and feel safe	Perceptions of safety among victims of crime	Citizens are encouraged to and comfortable with reporting victimization	Reporting rates (gap between reported and unreported crime)	EPS reduces victimizations in high crime areas (Goal 1)	Victimization rates (Trend – reductions)
Offenders	TBD	Violation-specific clearance rate benchmarks	EPS manages offenders more effectively through collaboration	Reductions in chronic offending rates	TBD	The proportion of incidents where charges were laid or recommended that actually progressed to court and those that resulted in a conviction

			and partnerships to reduce recidivism (Goal 2)			
					EPS connects offenders, witnesses and victims to services so that diversion pathways are created (Goal 2)	Diverting incidents (use of extra-judicial measures)
Re-contact			EPS members have tools to support a reduction in recidivism (Goal 1)	Reductions in chronic offending rates		
			TBD	Reductions in repeat victimizations		

Dimension 2	Level 1		Level 2		Level 3	
Police Activities and Deployment	**Outcomes**	**Performance Metric**	**Outcomes**	**Performance Metric**	**Outcomes**	**Performance Metric**
Calls for Service	EPS uses data and evidence in resource allocation and planning	Calls for service by source (emergency, non-emergency, officer on-view)	EPS resources are made available to reduce calls for service (Goal 1)	Calls for service per 100,000 Population	EPS is efficient in allocating existing resources	Number of units/officers allocated by call type (units/officers on scene)
	TBD	Proportion of dispatched calls for service	TBD	Re-contact in criminal and noncriminal occurrences		
	EPS is efficient in meeting service standards	Total service time by call type and priority	EPS is efficient in meeting service standards	Median response time to priority 1/2 calls		
	EPS collaborates with partner agencies to ensure support-based policing	Referrals to social services				
Activity Reporting					TBD	Time allocation of officers logged into the CAD or activity reporting system (reactive, administrative, and proactive time)

Targeted Policing Initiatives	EPS members are given clear expectations and priorities to guide action more effectively (Goal 4)	The existence of specific targeted policing initiatives (road safety, community mobilization, youth outreach, hotspot policing) The amount of financial resources allocated to specific policing initiatives	TBD	The amount of human resources allocated to specific policing initiatives		
	EPS has a range of perspectives which allow it to continuously adapt to a changing environment (Goal 4)	TBD				

Dimension 3	Level 1		Level 2		Level 3	
Police Resources	**Outcomes**	**Performance Metric**	**Outcomes**	**Performance Metric**	**Outcomes**	**Performance Metric**
Police Personnel	EPS resources are organized in a flexible manner so that the organization is always appropriately staffed (Goal 4)	Police officer strength per 100,000 population	EPS has a diverse workforce to be more effective (Goal 4)	Representation of women and visible minorities among police officers	EPS regularly leverages its membership to be responsive to emerging needs (Goal 3)	Calls for service requiring a police presence per officer
		Proportion of civilian staff and rank distribution				Reported crimes per officer
Workforce Health and Motivation	EPS members feel valued, respected and rewarded for the work that they do driving employee satisfaction, productivity and retention (Goal 4)	Number of departures of officers with less than 10 years of experience	EPS is efficient in succession planning and retention	Proportion of officers eligible to retire	EPS is efficient in resource management	Number of personnel on long-term leave (medical, education, other)
		Number of departures of officers for reasons other than retirement				
Training and Professional Development	EPS invests in the professional development of its members	Expenditures on training as a proportion of overall expenditures	EPS members and civilian employees are trained to perform	Number of training hours per Officer / civilian employee		

			their duties effectively			
	EPS invests in technology and innovation to build a forward-thinking, data driven, and efficient organization	Investment in technological resources				
Operating Expenditures	EPS is effective at using existing resources to address complex problems (Goal 3)	Operating expenditures relative to measures of policing outcomes	EPS is efficient in resource management	Overtime pay as a proportion of overall salaries/expenditures		

Dimension 4	Level 1		Level 2		Level 3	
Trust and Confidence in Police	**Outcomes**	**Performance Metric**	**Outcomes**	**Performance Metric**	**Outcomes**	**Performance Metric**
Trust and Confidence in Police	Citizens are satisfied and confident in community safety service provided by EPS	Public perceptions of police performance • Ensuring safety of citizens • Enforcing the laws • Treating people fairly • Being approachable	EPS engages with public and partner agencies to prevent crime	Public perceptions of police performance • Providing information on ways to prevent crime	EPS provides efficient service	Public perceptions of police performance • Promptly responding to calls
	Marginalized populations are satisfied and confident in the service provided by EPS	Marginalized populations' perceptions of police performance				
Public Engagement	TBD	TBD	EPS has presence and outreach on social media platforms	Police service Twitter followers	Public engages with EPS through online channels	Police service total page views (Website/Facebook)
	EPS reviews and acts on misconduct allegations	Number of reviews of police misconduct	EPS reviews and monitors use of force and authority to ensure	Routine use of force and authority • Person stops, street • checks, searches		

Use of Force and Authority	and citizen complaints		balanced approach to enforcement	• Use of physical force/weapons		
		Number of citizen complaints • Substantiated vs. unsubstantiated				

Edmonton Police Service Logic Model (Level 1 Outcomes)

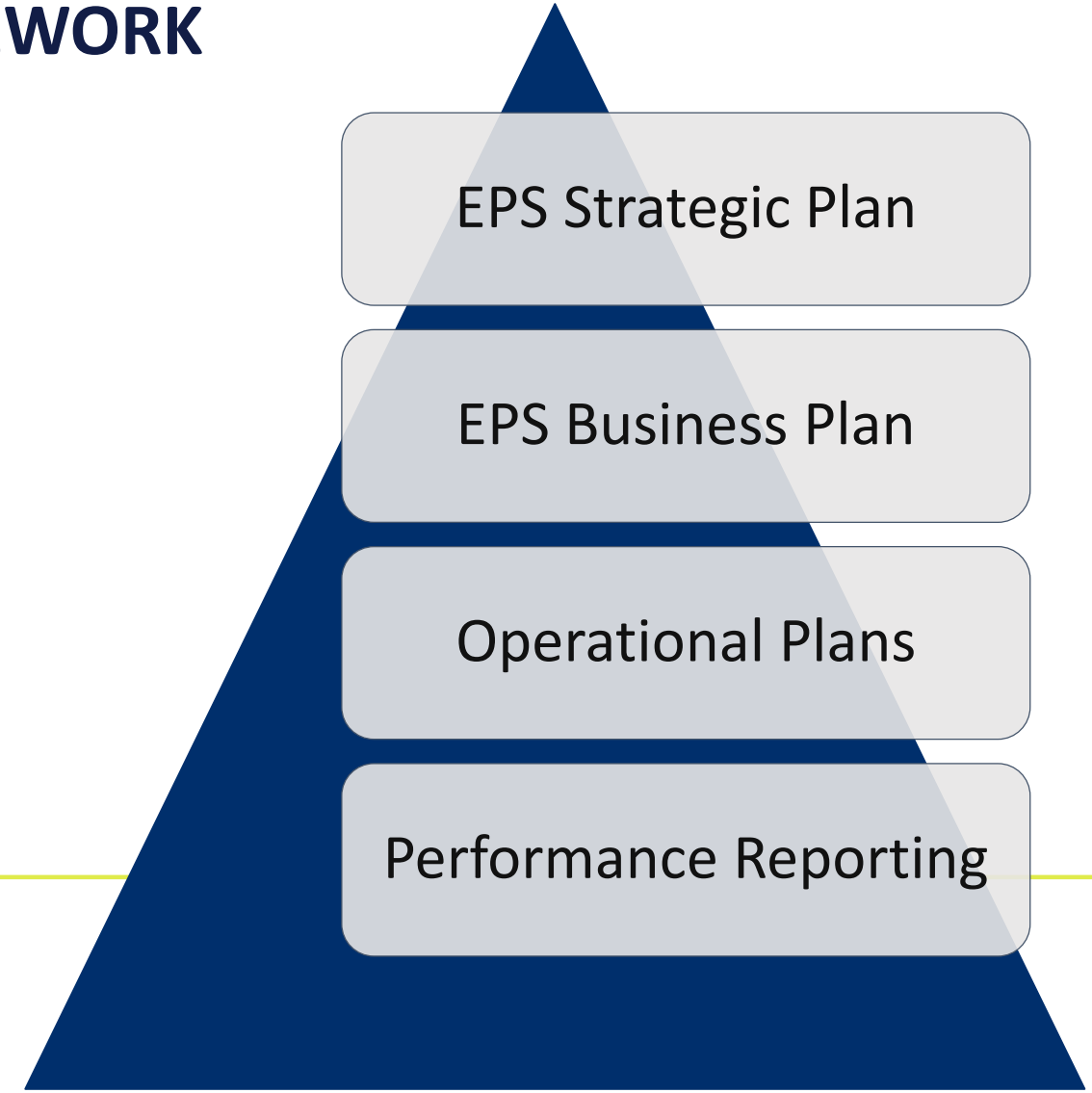
Inputs:				
Dimension	**Activities**	**Outputs**	**Service Outcomes**	**Key Performance Indicators**
Crime and Victimization			EPS is a leading partner in building safe communities Victims of crime have confidence in Police process and feel safe	Crime rates (Trend – reductions) Perceptions of safety among victims of crime
Police Activities and Deployment			EPS is efficient in meeting service standards	Total service time by call type and priority
Police Resources			EPS members feel valued, respected and rewarded for the work that they do driving employee satisfaction, productivity and retention	Number of departures of officers with less than 10 years of experience
Trust and Confidence in Police			Citizens are satisfied and confident in community safety service provided by EPS	Public perceptions of police performance • Ensuring safety of citizens • Enforcing the laws • Treating people fairly • Being approachable

BUSINESS PLAN

2020-2022

EDMONTON
POLICE
SERVICE

PLANNING FRAMEWORK



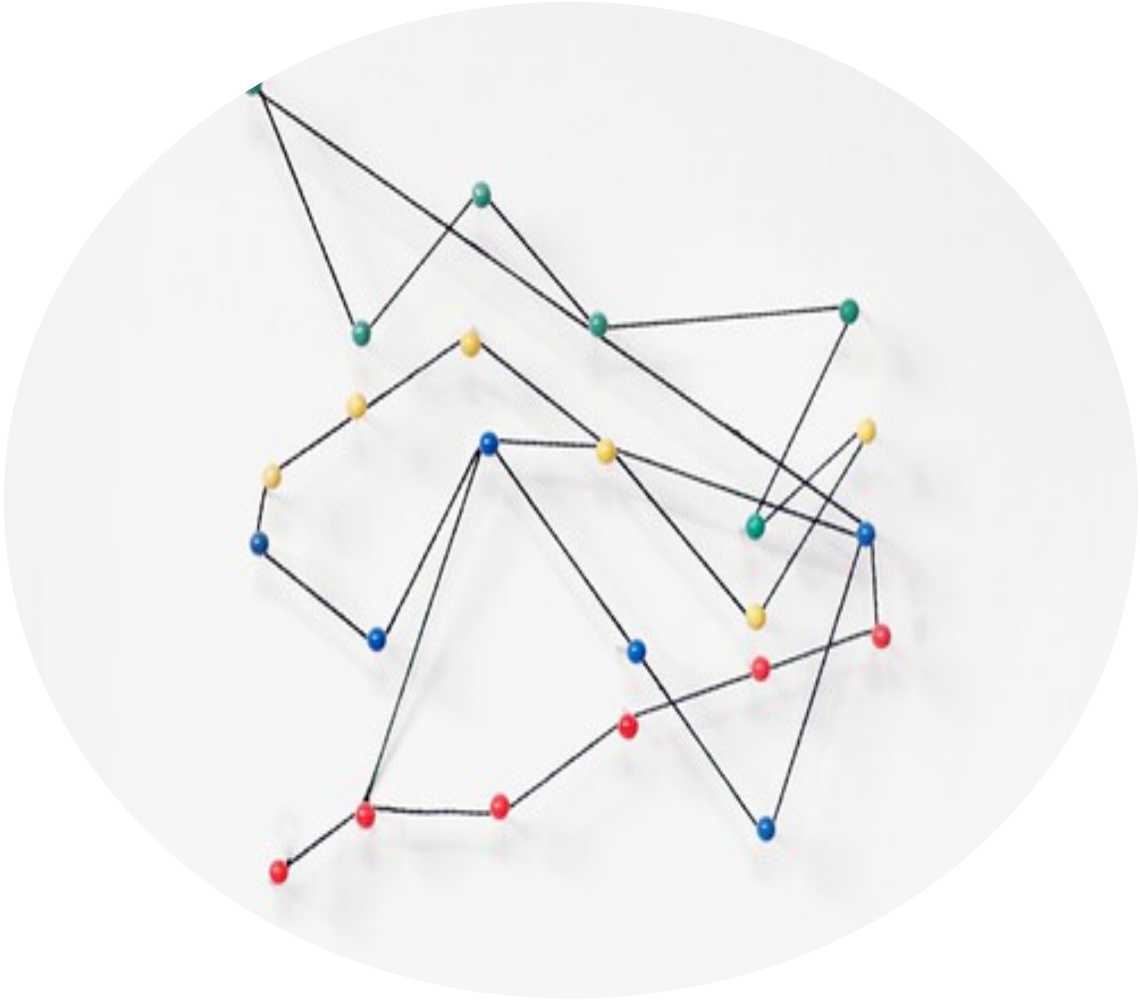
BUSINESS PLAN

- Developed in Q1 2020
  - Critical work for 2020-2022 identified
  - Released as lockdown was beginning
- Built based on existing resources
  - Budget based on Funding Formula
- Updated annually
  - Reported on semi-annually for transparency and agility

CONNECTING STRATEGY TO OPERATIONS

- Updated Business Plan reflects shifts made due to COVID

- Captures critical initiatives which support the vision; achieving strategic goals



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STRATEGIC GOALS

01

Balance Support and Enforcement

Understand individual circumstances and ensure people are appropriately directed to systems that provide the right balance between support and enforcement to increase community safety.

02

Partner and Advocate

Use EPS knowledge and expertise to facilitate the right strategic partnerships that drive community safety.

03

Innovate and Advance

Encourage a culture of innovation and advancement to use resources in an agile way.

04

Grow Diverse Talents

Establish an inclusive workforce and environment that leverages diversity and grows talent to create a resilient organization.

UPDATES IN BUSINESS PLAN

Balancing Support and Enforcement

- Analysis and plan for Dash Cams

Innovate and Advance

- Patrol Electronic Response Team

OVERALL PROGRESS

- 30 are on track
- 13 are complete
- 1 is on hold

CORPORATE PERFORMANCE FRAMEWORK

- Based on Canadian Police Performance Metrics Framework (CPPMF) and Logic Model Service Outcomes

- Outcomes and metrics identified around Four Dimensions

    - Crime and Victimization
    - Police Activities and Deployment
    - Police Resources
    - Trust and Confidence in Police

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WHAT'S NEXT?

- Report to Commission in Q1 2021
  - Annual update to the EPS Business Plan

- Evolution and progress on the Corporate Performance Framework