

Report to / Rapport au:

**OTTAWA POLICE SERVICES BOARD
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

18 December 2017 / 18 décembre 2017

Submitted by / Soumis par:

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SUBJECT: SERVICE INITIATIVE QUARTERLY UPDATE

**OBJET: MISE À JOUR TRIMESTRIELLE SUR L'INITIATIVE D'AMÉLIORATION
DES SERVICES**

REPORT RECOMMENDATIONS

That the Ottawa Police Services Board receive this report for information.

RECOMMANDATIONS DU RAPPORT

Que la Commission de services policiers d'Ottawa prenne connaissance du présent rapport à titre d'information.

BACKGROUND

At the direction of the Board, the Ottawa Police Service (OPS) launched the Service Initiative (SI) Program to enhance the sustainability of the OPS' policing model. The program is focused on policing responsibilities and continuous improvement in the delivery of services that the public expects and needs.

At its root, the program is designed to address the challenges and pressures facing policing, namely budget expectations, growth, changing demographics, growing demands for service, and the increasing complexity of crime, as well as identify efficiencies for reinvestment.

Notwithstanding the OPS three-year hiring plan to add 75 sworn officers to its overall complement beginning in 2016, there continues to be a requirement and responsibility to review and modernize police operations so they meet the current and future needs of the community.

OPS continues to be in the midst of implementing changes to its service delivery model which relies on collaboration with emergency partners to provide cost-effective and efficient services to residents while ensuring that OPS can carry out its core policing activities as defined in the Police Services Act: emergency response, assisting victims of crime, enforcing the law, crime prevention, and maintaining public order.

The Board requested quarterly updates on the SI Program. The last report in September of 2017 provided an update on the new protocols and streamlining efforts and the refinement and development of key processes and procedures post-launch of the new Frontline Deployment Model.

These structural enhancements contribute significantly to the OPS goal of providing cost effective and efficient services that are sustainable, adaptable, focused on core policing, and evidence-based.

DISCUSSION

Since the last update to the Board in September, OPS has reached several significant milestones set out in its SI Program and has begun to realize the benefits resulting from new processes and practices put in place.

DEMAND MANAGEMENT

Changes to the OPS Service Delivery Model continue, with a focus on creating a more efficient use of resources and encouraging members of the public to submit reports through the online reporting process. Since January 2017, online reporting by the public has increased from 11% to 20%, which translates to nearly 5,000 calls that did not require officer dispatch.

Since the last update, significant work has taken place in support of the proposed establishment of an Alternate Response Unit (ARU) that will provide consultative and remediation service, streamline case management of investigative processes and alleviate the need to dispatch sworn officers.

The ARU will serve an advisory function in cases where police input is necessary to resolve a call, but where their presence is not required. Once such example is a civil dispute with a retailer or service provider, where the complainant believes the service or services paid for are not satisfactory. It will be the role of the ARU to explain the difference between a theft and a civil matter.

Another function the ARU will provide is follow-up on calls entering the OPS through the Call Centre, as well as some lower risk files redirected from CIS. Examples may include addressing harassing phone call incidents, low-level threats and minor thefts or mischief incidents where there is no suspect but where there is information which has the potential to lead to an arrest.

Taking into consideration the desire for improved customer services, a review of the point of service access points was undertaken to identify opportunities to streamline processes and utilize OPS skilled resources more effectively. In consultation with key stakeholders, it was determined that changes could be made to the Call Centre and Front Desk Services (FDS) that would generate efficiencies in service delivery and facilitate the establishment and resourcing of the ARU. Discussions with Human Resources, Labour Relations, Health/Safety & Lifestyles, and the Ottawa Police Association (OPA) are underway to strategize on the best approach to minimize impacts on staff. Implementation of the new Customer Service Model is anticipated to be completed by the end of Q1 2018.

As part of the OPS' continual search to find innovative ways to improve its response to individuals in crisis with mental health issues, a Guarding Mental Health Patients Project was initiated as part of the work of Demand Management.

In consultation with area hospitals, the OPS is exploring various approaches which may include the introduction of automated processes and software designed for use by law enforcement and health care professionals. The goal is to improve real-time access to analytics and case management practices, and leverage the services of community mental health care providers. It is anticipated that this information-sharing and collaboration will significantly decrease police wait times at hospitals and, more importantly, proactively identify persons with escalating mental health issues that should be tracked and connected to appropriate services.

FRONTLINE DEPLOYMENT

As reported to the Board in September's report, the Frontline Project team conducted a Post-Implementation Review of the new Frontline Deployment Model, the results of which were provided to members of the Service Initiative's Executive Steering Committee (SI-ESC) soon after. The findings focused primarily on the refinement of internal processes—many of which are currently being reviewed and assessed. A majority of the comments identified (both benefits/issues) are considered to be matters that are "internal and/or operational" in nature, with less than four per cent (4%) deemed to be "external" facing.

A communiqué on the Post-Implementation Review was released to the membership on the 29th of November. It is anticipated that implementation of any recommended actions to adjust and improve the new Service Delivery Model will be carried out by the unit responsible for the area requiring adjustments or improvements.

A training assessment conducted to support the FLD Service Delivery Model was also completed. It is now with FLD's senior leadership team to review, assess impacts and determine 'next steps' for implementing a successful training initiative.

The new and improved Demand for Service System (DFSS) that was re-launched on the 11th of September has been transitioned to Operations to manage process and administration of the system. The enhanced DFSS now has the ability to enable the Service to capture proactive activities being performed by Frontline and other units, some of which include attending neighbourhood events and community meetings to conducting compliance checks and proactive patrols relating to indecent acts, vagrancy and drug use. The DFSS also permits the organization to prioritize and track the work where there is greatest demand, is linked to organizational objectives, and measures results.

INVESTIGATIONS

Process improvements and efficiencies related to the handling and management of cases continues to be a major focus for the Investigations Project Team, including further refinements to the establishment of a consistent and holistic approach for prioritizing investigations.

Continuous improvement efforts appear to be assisting with streamlining the routing of cases in order to reduce duplication of effort.

In mid September, the Service announced the implementation of a new protocol that saw the realignment of certain files to Frontline and General Assignment Section (GAS) in order to create efficiencies and allow investigators to focus on high-risk investigations. Non-Victim Partner Breaches and Indecent Act Incidents (involving victims over 16) files are now completed by Frontline; Level 1 Sexual Assaults (involving victims over 16) and Voyeurism (non-vulnerable victims over 16) files are now completed by GAS. As part of the new protocol, a toolkit and standardized training is being finalized to support first-on-scene officers in their roles.

Most recently, the Investigations Project recommended and implemented a temporary resourcing solution for GAS until such time as the proposed Alternate Response Unit is launched in early 2018.

INTEGRATED COMMUNITY POLICING

On November 24, 2017, the SI-ESC approved an OPS Integrated Community Policing Strategy that integrates and aligns the various proactive community policing strategies, processes and tools. This strategy was formulated with direct input from key resources, with a particular focus on increasing safety within our communities.

A major component of community policing is Problem-Oriented Policing (POP), and the OPS continues to work at identifying options for implementation of the most widely-used method—the Scanning, Analysis, Response, Assessment (SARA) model. As part of this implementation, a number of factors must be considered including process development, identification of supporting tools and systems, governance structure, and training requirements.

Significant work has taken place in support of the two Formalized Community Networks (FCNs) launched in the Lowertown and Overbrook neighbourhoods. The role of Community Police Officers (CPOs) on the Community Safety Committees in these neighbourhoods has been formalized, and the internal Joint Action Plan template and internal FCN processes completed. The Joint Action Plan activities the OPS committed to fulfilling for both Overbrook and Lowertown have been identified, and ownership of the FCNs in both neighbourhoods has been transitioned from SI to operations (Community Relations & Frontline Specialized Support). The processes to ensure the availability of resources to support neighbourhood Joint Action Plans are still in development as part of the DFSS and Ottawa Police Statistics (OPSTAT) work.

The Community Interface Section under the Office of the Chief is currently conducting an organizational design review to assess its current functions and activities. This review will also assist in determining the required functions to support the realization of the Targeted Operating Model (TOM), the associated integrated community policing strategy, and will also support the shift in the FLD service delivery model.

CONSULTATION

In October 2016, the SI created the Service Initiative Implementation Community Advisory Group (SIICAG) to encourage and enhance stakeholder collaboration and ensure that the many and varied voices within the community were represented and heard.

SIICAG met monthly from its inception until June 2017. After a summer recess, SIICAG resumed its schedule and met in both September and November. The meetings will continue until the SI Program officially sunsets in April 2018.

The SI team continues to engage with its internal members and provide regular updates on the SI program.

FINANCIAL IMPLICATIONS

The budget for the SI Program as identified in the 2017 Budget process is attributed to account 126111. Activities to be undertaken by the SI program in 2017 are within the allocated budget.

The SI budget was tabled with the PSB on the 27th of November. The SI program had requested funding for 2018 in order to close-out the remaining pieces of work identified as crucial to the successful close-out of the SI program, and to ensure the program could meet its financial obligations and commitments.

Full implementation of the Integrated Operating Model will be dependent on funding to support the IT, training, fleet, and facility requirements. It is expected that capacity savings realized from implementation of various revised processes will be reinvested in priority policing functions and will aid in the staffing requirements of the new ARU and other Frontline support units.

CONCLUSION

The OPS, through the SI Program, continues to develop and implement strategies that will ensure the organization is prepared to meet the challenges facing policing, while continuing to deliver and improve the service residents expect.

By modernizing the way policing services are delivered in Ottawa, the OPS will enhance community safety through a more sustainable policing model that is adaptable to future pressures.

The OPS will continue to keep the Board, members, and the community engaged throughout this process.