

Report to / Rapport au:

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

26 September 2016 / 26 septembre 2016

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 RECOMMENDATION

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

RECOMMANDATION 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 maintaining and improving the policing services the public expects. It is geared towards continuous improvement of service delivery and a renewed focus on policing responsibilities.

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.

The OPS has also embarked on a three-year hiring plan to add 75 sworn officers to its overall complement. The first 25 of those officers are being hired in 2016 and the 2017 hiring forecast calls for the hiring of 25 more officers. Even with that increase, there is a requirement and a responsibility to review and modernize police operations so they meet the current and future needs of the community.

We are in the process of implementing a number of incremental changes to the OPS service delivery model to improve service, realize money and/or person hour efficiencies, create cost recovery or revenue opportunities, and enhance partnerships. These benefits will be reinvested into the service provided to residents through improved alignment of resources to demands and enhanced accountability to assist with coordination of activities. They will also assist the OPS in carrying 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 July of 2016 provided an update on the consultation activities being undertaken by the SI, including the public consultation held in May and June of this year, as well an update on the five key projects that are transforming the model: Demand, Frontline, Investigative, Control Centre, and Courts. Each of these projects tackles areas of service delivery at the OPS that were identified in the Current State Review in November of 2013 as having opportunities for improvement. The enhancements made to these areas will provide the OPS, and residents of Ottawa, with a more effective and efficient service delivery model that is sustainable, adaptable, focused on core policing, and evidence-based.

DISCUSSION

Over the course of the SI Program, a number of incremental changes have been made to the OPS's service delivery model. These changes include, but are not limited to, greater use of online reporting, the launch of a pilot Multiagency Early Risk Intervention Table in the South-end of Ottawa, the installation of Nuance eCopy scanning stations at police stations, the introduction of Collision Reporting Centres, the implementation of a new organizational structure in the Court Liaison section, and a number of business process improvements in various sections across the OPS.

Since the last update to the Board in July, the OPS has been planning the implementation of additional changes to its service delivery model – namely the realignment of investigative functions through the Investigative project, the launch of the Ottawa Police Strategic Operations Centre (OPSOC), further reductions to demands on police resources, and the implementation of the new Frontline Deployment model.

In October, the new organizational structure for the Criminal Investigations Directorate will take effect. This new structure groups functionally similar units and helps balance workloads, creating more investigative capacity and enabling the OPS to better serve victims of crime.

Additionally in October, the OPS will be launching the OPSOC out of the Greenbank police station. The Centre will serve as a hub for day-to-day operations, maintaining situational and operations awareness of incidents, resources, events, road blockages, etc, and be a key support to frontline operations, particularly during high-risk and complex calls for service.

In terms of reductions to demands on police resources, the Demand Management project has completed a review regarding the administration of Front Desk Services at police stations to look for opportunities to be more effective and efficient with resources, while still meeting community needs. The review identified opportunities to leverage civilian resources more by realigning work duties and optimizing hours of service at Front Desks to make them more commensurate with public demand. These changes, combined with the increased use of alternative response modes such as online and telephone reporting, will reduce the number of sworn resources required at Front Desks and enable the reinvestment of these resources elsewhere in the organization. The OPS is targeting January 2017 for implementation of these changes, following communication with stakeholders and the public.

In addition, the Demand Management project has also updated its organizational structure to realign Front Desk Services, the Communications Centre, and the Call Centre under the Support Services Directorate. The Quality Assurance function that currently resides within the Call Centre will be expanded to provide oversight on both the Call Centre and the Communications Centre.

The Frontline Deployment project continues to be in implementation planning, with a target launch of January 2017. The input acquired through the public consultation that was launched in May is being incorporated to ensure community and stakeholder needs are met, particularly with regards to Community Police Officers, points of contact, training, the sharing of data and knowledge, and measurement of the model.

EVALUATION

The OPS is currently developing a framework for the evaluation of the new Frontline Deployment model and the OPSOC. The framework will set out the tools and tactics that will be used to evaluate the different components of the projects, establish the data that needs to be collected, and set out the appropriate timelines for the evaluation to

allow for some maturity of the changes to take place. The framework and subsequent evaluation will look to assess the relevance of the changes, the design and implementation, the achievement of short and long term results, and the attainment of efficiencies.

Evaluation will be periodic and ongoing, and will utilize feedback processes both within and outside the OPS to determine if desired outcomes are met.

BENEFITS REALIZATION

OPS Financial Services is developing a benefits realization framework to define how benefits should be identified, planned, measured, and realised throughout all OPS business improvement projects. The framework will be aligned with the strategic objectives and goals of the OPS. The SI Program will be able to leverage the framework to develop its plan to track savings, efficiencies, and reinvestments.

CONSULTATION

In an effort to continue the dialogue and engagement with the community on changes being made to the OPS service delivery model through the SI Program, a Community Advisory Committee is being established. The Committee will help ensure that the diverse needs, interests, and perspectives of the community are taken into account as the OPS changes its service delivery model. By keeping the community and key stakeholders engaged, the OPS will garner support for the changes as well as help to ensure a smooth transition for the community.

A Terms of Reference (TOR) for the Committee has been drafted and will be reviewed and approved by the Committee as one of the first orders of business. The TOR sets out the overall objectives and responsibilities of the Committee, as well as the membership, which was selected based on having diverse representation and perspectives, and including groups that will be most impacted by the new service delivery model. Given the variety of service delivery changes being looked at by the OPS, additional stakeholder groups may be added on a temporary basis as needed. As well, one representative from the Board will sit on the Committee as a permanent member.

The OPS is hoping to have the Committee membership established in early fall with an inaugural meeting to take place in October. In addition to approving the draft TOR, one of the first tasks of the Committee will be to assist the OPS with the identification of high priority neighbourhoods, to support the implementation of the new frontline deployment model.

The OPS also continues to engage with its members. With a number of changes being implemented in the fall, various strategies are being used to ensure members are kept informed and involved, including regular communications, in-person question and answer sessions, and briefings.

FINANCIAL IMPLICATIONS

The budget for the SI Program as identified in the 2016 Budget process is attributed to account 126111. Activities to be undertaken by the SI program in 2016 are within the allocated budget. Full implementation of the integrated operating model will be dependent on funding to support the IT, training, fleet, and facility requirements.

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.