

Report to / Rapport au:

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

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Submitted by / Soumis par:

Chief of Police, Ottawa Police Service / Chef de police, Service de police d'Ottawa

Contact Person / Personne ressource:

Jill Skinner, Deputy Chief / Chef adjoint

skinnerj@ottawapolice.ca

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.

The OPS is in the process 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 April of 2017 provided an update on the new protocols and streamlining efforts and the refining 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 April, the OPS has reached several significant milestones set out in its Service Initiative 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, allowing increased citizen self-service, more efficient use of resources and decreased need to dispatch officers to attend the scene of an incident.

The new protocol for addressing Break and Enter (B&E) Calls Not in Progress launched April 10, whereby reports are taken in the Call Centre and a Scenes of Crime Officer (SOCO) is dispatched. This new protocol is expected to reduce the number of sworn officers attending the scene; streamline reporting and workflow for the officers; increase the solvency of B&Es, and divert approximately 2,200 hours annually for sworn members to reinvest in proactive work. Since implemented, SOCOs have been dispatched to 468 B&E calls.

Online reporting for Background Clearance checks was implemented on May 2. Between implementation and August 25, 2017 the Background Clearance section has

received 26,776 requests for records checks. Of those, 15,485 were submitted using the online application system.

In addition, the Ottawa Carleton Detention Centre has begun online reporting for Unlawfully at Large and Consensual Fights (Assault) and area Group Homes have been trained and are ready for online reporting of missing persons. These processes allow for timely reporting and reduce the need to utilize Front Desk, Dispatch or Call Centre telephone reporting. While online reporting of these call types is only expected to generate minimal efficiencies for OPS, it provides for a timely and consistent reporting practice for OPS external partners. Since implemented in June, 108 incidents have been reported online.

New protocols are being put in place that allow Call Centre staff to close minor incident calls with no solvency factors. This will help to reduce the duplicate reading of reports. District Case managers will continue to assign files with solvency factors and Crime Analysts will perform analysis related to these complaints to identify trends. This protocol is expected to be implemented this fall.

The Communications Decision Assist Tool (COMDAT) was launched in April to help Communications Centre staff decide if calls for service need to be dispatched or can be redirected away from the Frontline by providing alternate service by other internal staff.

Work is underway to establish an Alternate Response Unit (ARU) that will alleviate the need to dispatch sworn officers by providing mediation and consultative advice to citizens. The ARU will also assist the Investigations Directorates by conducting minor follow-up activities that will improve case management and streamline workload and processes. The ARU will be comprised of sworn resources and is expected to be put in place by the end of the year.

Updates and enhancements to the OPS telephone system were made, including phasing out the secondary public non-emergency line. Continuous improvement efforts are ongoing to streamline the call paths of the publicly used telephone line in order to provide clarity and easy access to the public.

FRONTLINE DEPLOYMENT

Since the launch of the new Frontline Deployment Model January 23rd, the Frontline Project team has been conducting a review, which is expected to be completed by the end of September. The results will drive opportunities to adjust and improve the new Service Delivery model. In addition, an examination of the training needs to ensure that officers have the necessary knowledge and skills to perform activities on the Frontline is ongoing.

As reported to the board in April, the Demand for Service System (DFSS) has continued to be updated and enhanced. As such, a newly defined DFSS process has been developed, tested and refined. The new process will increase and improve communication and organize how demands for service are assigned, prioritized and actioned. The upgraded DFSS launched on September 11. The new look and feel enhances user experience, and the added search capabilities make searching easier and generates stronger results.

INVESTIGATIONS

The new organizational structure for the Criminal Investigations Directorate took effect in October 2016, followed by a period of stabilization. Implementation and training of Investigative Assistants (IAs) in the Partner Assault (PAU), Sexual Assault and Child Abuse (SACA) units was completed in June. This supports investigators' focus on core policing, and provides additional support to victims pre- and post- charge. The two Case Manager roles created in PAU and SACA have contributed to file quality improvement and enhanced communication between these units and Frontline.

Process improvements and efficiencies related to the handling and management of cases is the project's current focus, including the establishment of a consistent and holistic approach for prioritizing investigations.

Continuous improvement efforts are streamlining the routing of cases to reduce the duplicate reading of case files and improve response time to victims. A protocol is being developed for implementation in October whereby Non-Victim Partner Assault (NVPA) breaches will be laid by Frontline. This streamlined approach will provide more timely support to victims and expedite the laying of charges in cases of breaches.

A toolkit and training are being developed to enhance first-on-scene officers with gathering information, standardizing the quality of reports, and enhancing the cooperative relationship between the Frontline and Investigative units.

COURTS

The Courts Project has completed an evaluation of the new Service Delivery model implemented in 2016. The majority of respondents from Sworn Members, Crown and Courts staff indicate that the structural changes, the addition of new technologies and other changes implemented have had a positive impact on their work.

SI is working collaboratively with the embedded Crown to improve, expand and streamline the Pre-Charge Diversion strategy and processes that will result in greater use of this program, allowing both OPS and the Crown to focus their efforts on crimes of a more serious nature and risk. The embedded Crown works within OPS to provide

police with advice on issues related to the pre-charge diversion program, to improve the timeliness and completeness of disclosure and to give advice and feedback on the sufficiency of Crown Briefs.

Implementation of the new Pre-Charge Diversion program is expected in November.

INTEGRATED COMMUNITY POLICING

Various units within OPS are developing an Integrated Community Policing Strategy whereby Police and Community partner to improve community safety through joint problem identification, analysis, response and evaluation. The strategy is being developed to align with the Ontario Mobilization and Engagement Model of Community Policing. It also brings together the various community-centric strategies, processes and tools that exist within OPS to ensure that the organization is working in unison to maximize outcome achievement.

A major component of community policing is Problem-Oriented Policing (POP), where police look to proactively identify and address the root causes of crime and disorder. Of the many approaches to POP, the most widely used method is the Scanning, Analysis, Response, Assessment (SARA) model. Using the SARA model, officers scan for problems, analyze to identify the root causes, create and implement responses and assess to determine if the response has had a positive effect on the problem. It is an ongoing process that requires police to try new approaches to problems. The SI Executive Steering Committee has approved the adoption of the SARA model and work is underway to determine the associated training requirements.

As reported to the board in April, two Formalized Community Networks (FCNs) were launched in the Lowertown and Overbrook neighbourhoods. The role of Community Police Officers (CPOs) on the Community Safety Committees in these neighbourhoods is being formalized. Templates and processes are in development, including the internal process for ensuring the availability of resources to support neighbourhood Joint Action Plans. The Lowertown CPO will participate in strategic planning with the Lowertown safety committee in September to help define the community safety priorities for 2018. The Overbrook CPO is continuing to work with the Overbrook safety committee to determine how the OPS can support the priorities determined by the committee in June.

Work is underway to evaluate the required metrics and the types of operational dashboards needed to provide OPSOC and senior management a centralized view that supports informed and timely decision-making. Further development is dependent on the IT Roadmap.

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. SIICAG resumes in September 2017 and will continue to meet until the SI Program officially shuts down.

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 Program has submitted a budgetary request for continued funds to be included in the 2018 budget in order to sustain the Program until it closes out in 2018. 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 OPSOC 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.