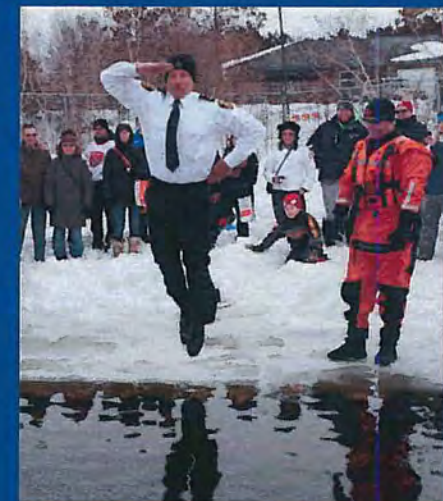




Greater Sudbury Police Service Final Report Efficiency & Effectiveness Service Assessment Review

September 6, 2016



Disclaimer

This report is based on information and documentation that was made available to KPMG at the date of this report. KPMG has not audited nor otherwise attempted to independently verify the information provided unless otherwise indicated. Should additional information be provided to KPMG after the issuance of this report, KPMG reserves the right (but will be under no obligation) to review this information and adjust its comments accordingly.

Pursuant to the terms of our engagement, it is understood and agreed that all decisions in connection with the implementation of advice and recommendations as provided by KPMG during the course of this engagement shall be the responsibility of, and made by, the Greater Sudbury Police Service (GSPS). KPMG has not and will not perform management functions or make management decisions for the Greater Sudbury Police Service.

This report may include or make reference to future oriented financial information. Readers are cautioned that since these financial projections are based on assumptions regarding future events, actual results will vary from the information presented even if the hypotheses occur, and the variations may be material.

Comments in this report are not intended, nor should they be interpreted, to be legal advice or opinion.

KPMG has no present or contemplated interest in the Greater Sudbury Police Service nor are we an insider or associate of the Greater Sudbury Police Service or its management team. Accordingly, we believe we are independent of the Greater Sudbury Police Service and are acting objectively.

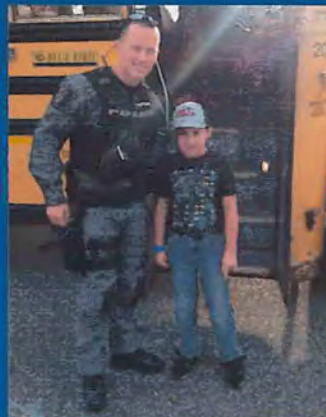


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Project Overview



Introduction and Context

Introduction

The Greater Sudbury Police Service (GSPS) is faced with a unique set of challenges in delivering on their vision of 'providing exemplary service'. Community demographics continue to change given the increase in seniors, visible minorities, and population fluctuations due to tourism seasonally throughout any given year. Additionally, incidents related to mental health, addictions, and suicides are prominent and result in the need for more targeted programs and services involving community and government partnerships. The GSPS also oversees one of Ontario's largest geographic areas and is relatively isolated from surrounding municipalities. This makes police visibility and fast response times an additional challenge for the GSPS.

From a national perspective, policing services across Canada are challenged in providing proactive and effective service to their communities, as police work and the judicial system become more complex and require more officer time and effort. In the face of these challenges, there is a need to consider opportunities to enhance the effectiveness and efficiency of the existing policing model to support the GSPS's commitment to community safety and well-being.

Project Objectives

KPMG has been engaged by the GSPS to conduct an objective evaluation of the Police Service in terms of organizational effectiveness and efficiency and to make recommendations to improve overall service performance to build capacity to achieve future innovation. Specific project objectives include:

- Understand whether the GSPS is meeting the needs of citizens and clients as efficiently and effectively as possible, and identify ways to enhance the efficiency and effectiveness of the GSPS;
- Identify whether there are any changes to the organizational structure the GSPS should consider and whether there are opportunities to improve decision making processes at the command level;
- Recommend mechanisms of continuous improvement that can improve the efficiency and effectiveness of Regional service delivery on an ongoing basis.

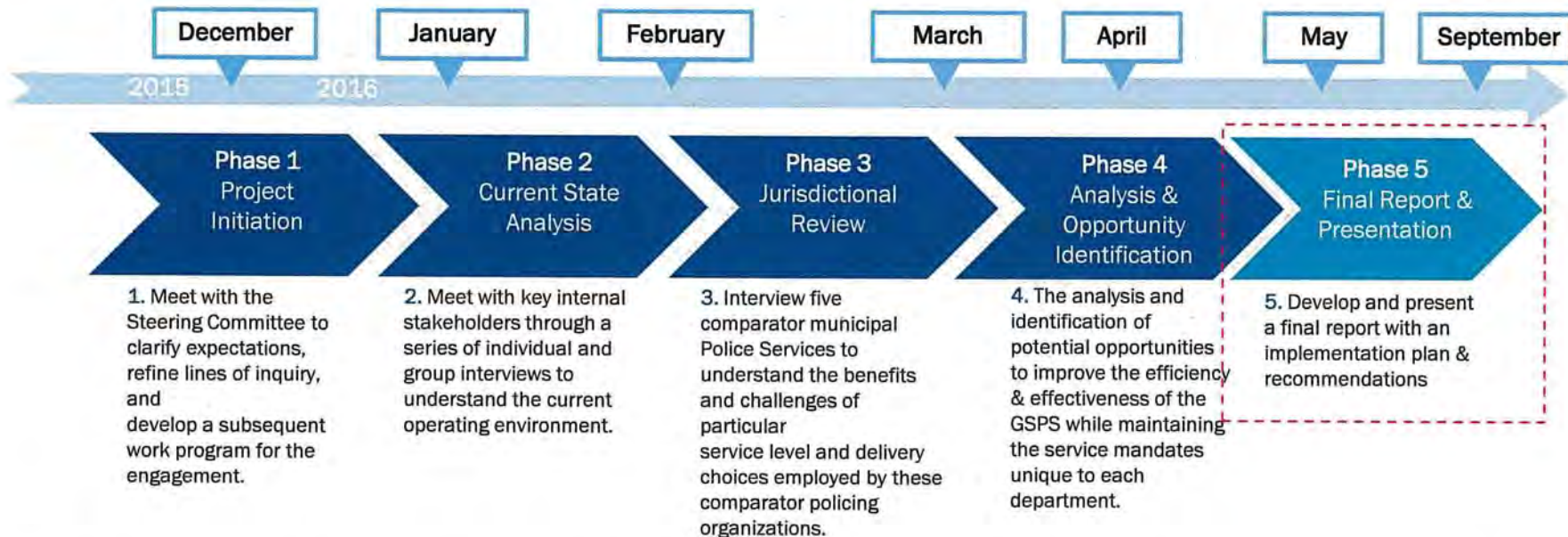
Project Drivers

There are three project drivers:

- The costs of community safety are escalating and budgets decreasing; as a result, it is ever more imperative that value for money and the effective and efficient use of resources is demonstrated to citizens;
- GSPS is seeking opportunities to drive sustainable innovation and resource optimization around its patrol divisions, Investigative Services, and Intelligence Services;
- The current calls for service queue presents challenges for the Service; the GSPS is seeking to better understand the impact of demand along the entirety of its call for service process so that it may better leverage alternative response methods, including partnership-working, to enable uniform police resources to focus on high-priority 911 Emergency calls and enhance service to citizens.

Project Phases

The diagram below depicts the key phases as outlined in the Project Charter, and the status of the project reflected with the delivery of this report.



This final report provides an overview of opportunities for the GSPS' consideration to build upon existing success and enhance the efficiency and effectiveness of the organization.

To provide the foundation for the development of options and recommendations, KPMG undertook organization-wide evaluation of the GSPS to develop a Current State Interim Report delivered in March 2016. The process included the analysis of data and information collected from the GSPS and comparator municipal Police Services. The activities completed as part of this process included:

- Data analysis and documentation review;
- 38 interviews with GSPS personnel;
- Five police comparator interviews;
- A walk-through tour of the GSPS headquarters and Lionel E. Lalonde Centre.

Considerations

Data Availability

The GSPS has made significant efforts to provide KPMG with the data and evidence required to make informed observations and substantiated recommendations. There are, however, important considerations with respect to the project scope and data availability that may impact the depth of recommendations contained within this report. Most significantly, this includes data that was not readily available in the following areas:

- Calls for Service (CFS) by time of day in useable format for analysis
- Case (CID) complexity measures
- Case (CID) completion times and level of effort requirements

Project Scope

Although shift schedule information was made available for most units, a comprehensive analysis of the optimal shift arrangements is not considered to be within scope for this project. Contained within this report are acknowledgements of recent efforts to refine patrol shift schedules to better align to Service demand, as well as efforts to highlight where the GSPS may consider to begin evaluating shift optimization, but this does not constitute an independent analysis of the cost, resourcing, and availability implications of the current shift schedules.

KPMG has provided the GSPS insight in the Appendix of this report into key considerations regarding the type of data analysis required and that should be considered by the Service should a shift optimization exercise is undertaken in the future.

Qualitative Evidence

Perspectives on the organization's strategy, structure, processes, people practices and culture were gained through 38 interviews and/or focus groups. The insights gained from these activities were aggregated in the form of general themes and messages. Only those comments which reflected sentiments held by and tested across multiple individuals and stakeholder groups were used to inform the findings and analysis. While the KPMG team makes every effort to validate interview findings with quantitative data, this is often not feasible due to data collection and availability limitations, as well as the nature of the information provided in that is solely qualitative.

Current State Findings Summary of Key Themes

Strategy	
Performance Measures	Consultations revealed that the GSPS has limited ability to measure its performance against Service Priorities. It appears that the GSPS does not have a clear and consistent method of demonstrating value for money to the public or to internal stakeholders. Interviews reflected a strong desire to actively track and manage performance versus the current status of reporting statistics. It was noted that GSPS is currently involved in a pilot project with OPTIC around the CAD 9.3 Business Intelligence tool evaluation which may require additional staffing to implement fully.
Structure	
Specialized Structure	<p>The general structure of the GSPS is more aligned to a specialized model of policing in which specific crime types are allocated to specialized teams/business units best suited for response as opposed a cross functional model where resource allocation is aligned with demand.</p> <p>Accordingly, there was consistent comments on the existence of functional “silos” that restrict communications, collaboration, and resource sharing within the organization. While overall the service appears to be generally appropriately resourced in most areas, there is a question about whether GSPS resources are appropriately leveraged and structured to effectively address service demands on each policing unit.</p>
Processes and Systems	
Call Queue Management	The GSPS outstanding call for service queue was a concern commonly raised by personnel throughout the organization. There appears to be consistent difficulties in the prioritization of calls for service and the underlying cultural belief that “no call is too small” for a police response. There is an opportunity to review the prioritization of calls for service and the type of response required. This is further evidences by the size of the call queue and average 14% dispatch rate on the queue (in September 2015 sample period). Please refer to slide 29 for more information.
Alternative Response	Based upon our consultations, the ARU, now the PCRC, appears to have helped resolve a number of low priority Calls for Service (CFS) and appears to be functioning well. There appears to be an opportunity for the GSPS to identify additional case types or calls that can be managed by CSPs and the Community Information Officers (CIOs), now Platoon Support Officers (PSOs) to reduce the CFS demand on sworn officers. In addition, given the community-focused approach of the CSP, it was highlighted that a public awareness campaign on the services offered by the CSPs would be beneficial to the GSPS. There is the opportunity to continue to expand staffing in this area in the future.

Glossary of Police Terms

Calls for service ("CFS") - Generally refers to assignments that are typically distributed to police or other public safety professions (e.g. fire and EMS) that require their presence to resolve, correct or assist in a particular situation. These calls are typically citizen generated through the emergency phone service (911), although they can come into the organization through other means, such as the Front Desk or direct from an officer.

CFS queue - Refers to the number of emergency phone service calls entering the communications centre of a public safety organization. These calls are prioritized prior to the dispatch of a public safety professional in the case of the GSPS, a police officer or fire (although fire was not a part of the scope of this review).

Sworn Officer - A law enforcement officer who has sworn an oath and completed an extensive training program. He or she is thus empowered by the province, municipality and the Government of Canada to carry a weapon and has powers of arrest and detainment.

Civilianization - The number of civilian employees within a given Service. They are not sworn, nor do they generally respond to CFS, or undertake other police specific duties. Civilians usually occupy administration, communications, or dispatch functions within a Canadian Police Service.

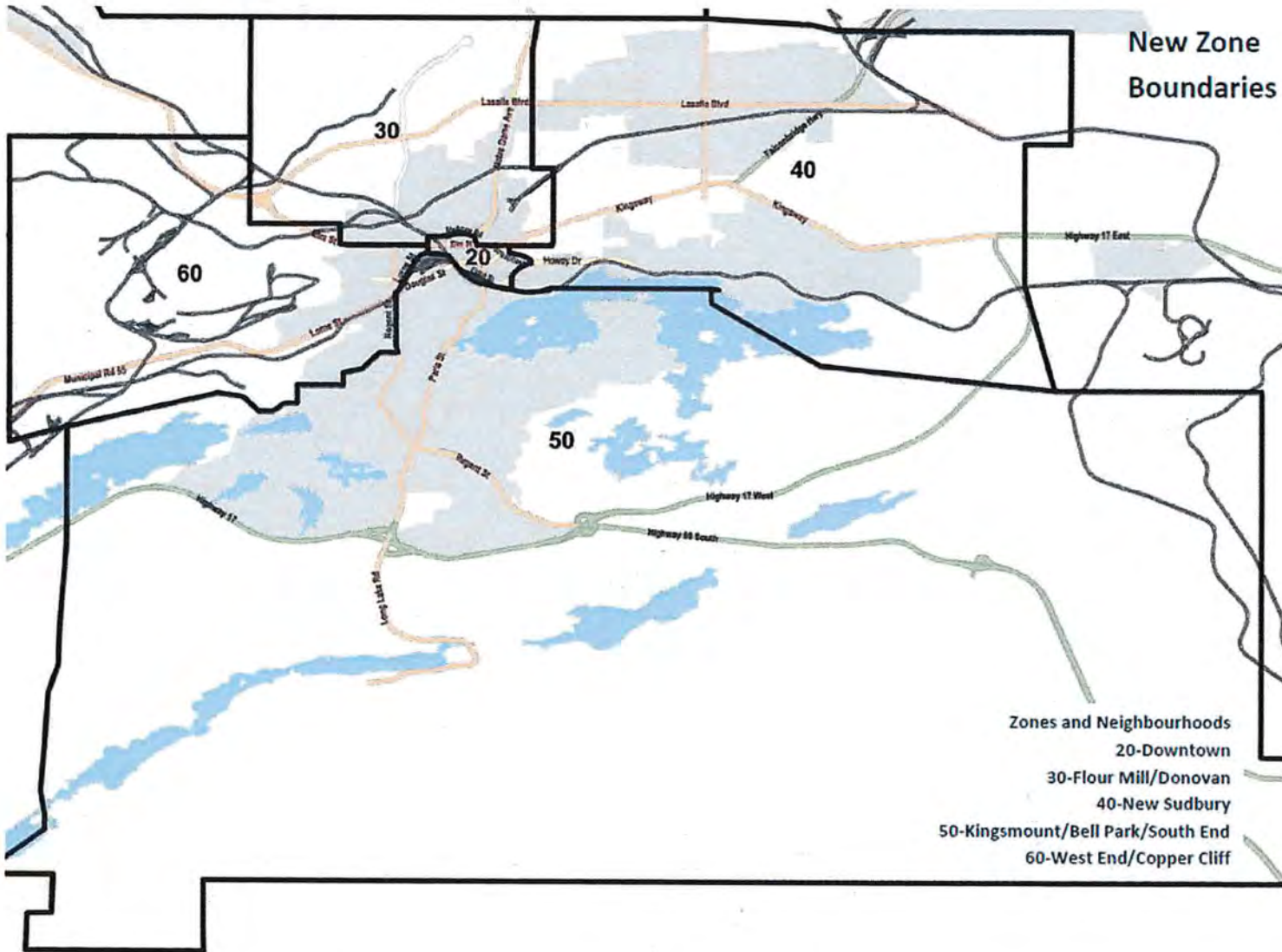
Clearance rate - Refers to the number of crimes that are "cleared" (a charge being laid) relative to the total number of crimes recorded.

Patrol - Refers to the officers assigned to monitor a specific geographic area. In addition Patrol can also refer to general policing tasks that are not undertaken by Criminal Investigations or other specialized units.

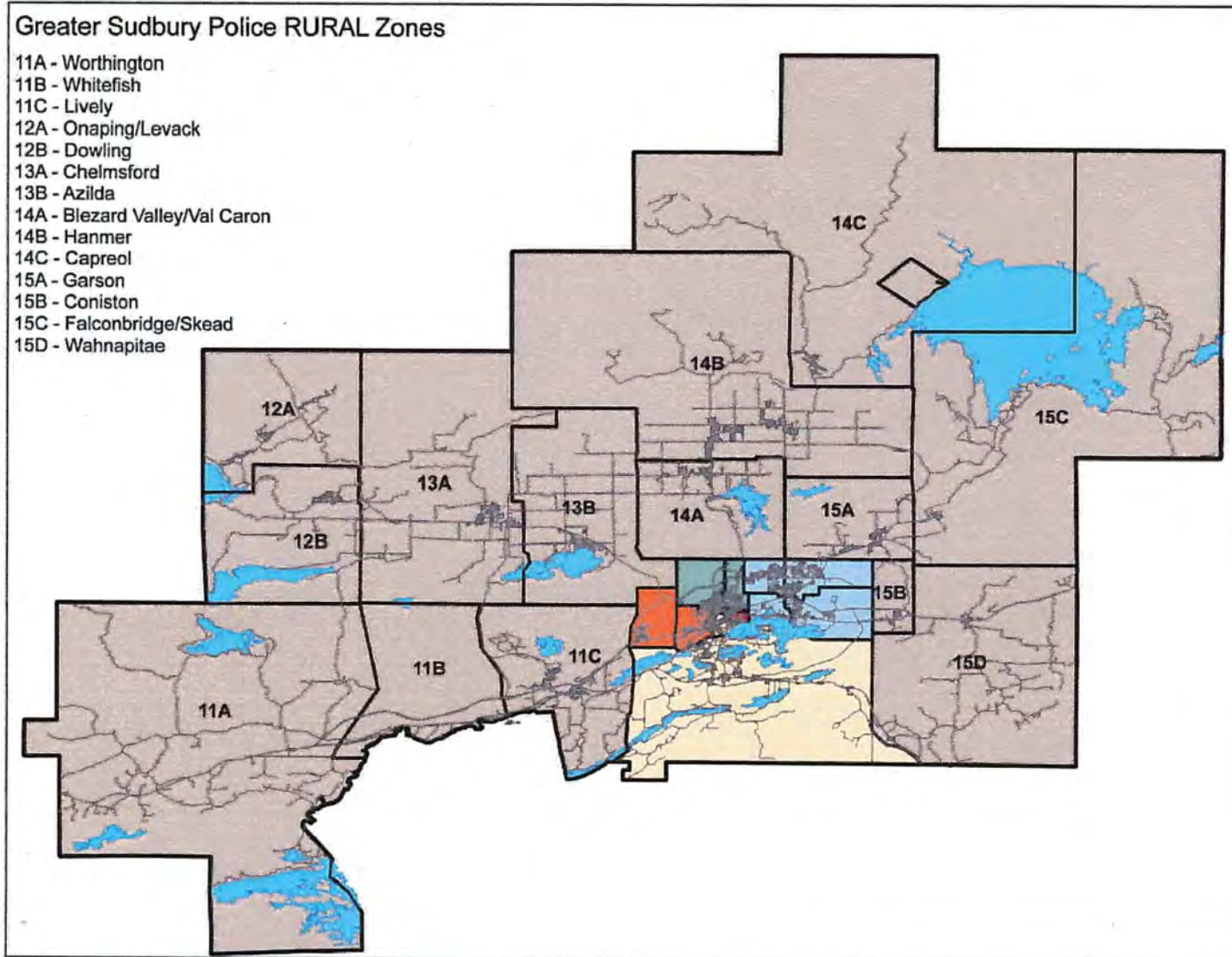
Police Community Response Centre ("PCRC") formerly Alternative Response Unit ("ARU") - Responsible for addressing non-emergent calls for service, maintaining tow book responsibilities, monitoring Coplogic, investigating non-emergent non-threshold frauds, assisting with traffic-related initiatives, and Traffic Report monitoring.

Platoon - A platoon is generally the smallest operational unit of a Police Service, commonly consisting of 1 Staff Sergeant, a Sergeant (or multiple depending on the size of the platoon), and a number constables. Platoons generally make up the active "front line" of the Service, with Patrol-focused duties.

GSPS Urban Zones



GSPS Rural Zones





Executive Summary

An Overview of Findings & Recommendations toward a more Efficient and Effective GSPS



Executive Summary of Recommendations

During the period of December 2015 to June 2016, KPMG was involved in a comprehensive review of GSPS from the perspective of efficiency and effectiveness of operations. Overall, the organization was found to be fiscally accountable, community responsive and engaged, innovative and committed to alternative response solutions and receptive to suggestions for change.

Throughout the engagement, the review team found the service to be available, interested and committed to providing input. All sections of the organization had the opportunity to be involved and contribute through group discussion, one-on-one interviews or via confidential email submission. Additionally members of the team conducted walkabouts through various areas of police buildings to gain insight on key infrastructure issues.

There were no restrictions placed on the review and KPMG staff were given access to any and all information sources requested. A detailed and thorough analysis was conducted on all available information and data supplied. Additionally, leading practices from other organizations have been suggested for possible consideration within GSPS.

The following report has been developed to provide a detailed summary of the findings systematically. Recommendations have been developed collaboratively with the Steering Committee and the KPMG Team. These are designed to form the basis of future work by GSPS. They are presented based on the future operating model elements:

- Strategy
- Governance and Structure
- Intelligence-led Demand Management
- Resource Management
- Performance Management
- Technology and Innovation



Additional detail on any one recommendation, including operational practice, and next steps,

Implementation Timelines	
Short-Term	Less than 1 year
Medium-Term	1 to 2 years
Long-Term	2+ years

Executive Summary of Recommendations

No	Opportunity	Timeline
Strategy		
1	Communicate strategy elements to relevant personnel using innovative and engaging techniques. This may include the use of focus groups, collaborative planning exercises, one-on-one discussions with supervisors, and question and answer forums with senior leadership.	SHORT
2	Develop clear alignment of the strategy to the organization's performance management framework.	MEDIUM
3	Sudbury is recognized as a leader in policing most notably "Our Shared Commitment to Community Safety and Well-being Nickel Model" through a number of innovative strategies to service delivery. The Community Safety Personnel program newly implemented appears to be achieving significant results in terms of overall efficiency and effectiveness in service delivery. The Service continues to explore leading edge approaches to community safety which is strongly supported and advised.	SHORT - MEDIUM
a	Further connect strategy elements to patrol officer activities during pre-shift briefing discussions. Clear considerations should be given to the specific components of the GSPS policing strategy, including informing activities for the upcoming shift and acknowledging activities undertaken during the prior shift within various elements of the Nickel Model.	SHORT
b	Systemize information sharing practices between units and teams to reduce the perception of a siloed and a more specialized organizational structure to promote greater integration between teams and divisions.	SHORT
c	Consider minor structural changes to simplify the reporting structure and that are consistent and support the current GSPS's strategy. This will improve service functionality and workload and could include the realignment of various branches and units and potentially the addition of an Inspector to provide Command oversight in re-aligned structure..	SHORT

Executive Summary of Recommendations

No.	Opportunity	Timeline
Governance and Structure		
4(a)	<p><i>Patrol</i></p> <ul style="list-style-type: none"> • Build stronger relationships and communications between crime and intelligence analysts to encourage information sharing and streamline reporting information sharing and streamline reporting relationships. • Consider combining urban and rural CRU possibly under a new CMU Command structure • Consider a restructuring and expansion of Patrol Operations and reporting business units including a review of the span of control for Command span of control for Command oversight. • Consider shifting the Volunteer/Auxiliary function to the CMU 	SHORT
(b)	The Police Community Response Unit (PCRC) should continue to increase its unique role in minimizing the demands for patrol officers.	SHORT-MEDIUM
(c)	Continue to phase-in Community Safety Personnel (CSPs) with cross-training and job shadowing to build capacity and experience.	SHORT-MEDIUM
(c)	Implement clear performance benchmarks and workload goals for the PCRC to monitor progress and determine areas for resource allocation and/or process improvement (e.g. Fraud caseload, Tow Book assignments, reports, COPLOGIC reports and follow-ups).	SHORT
(e)	Consolidate functional reporting, oversight, and physical location of PCRC members (where possible, e.g., likely not CRC).	SHORT
(f)	As CSPs build capacity and full-time uniform resources become available (see Intelligence-led Demand Management section), begin to phase out accommodated members from key PCRC roles through attrition.	SHORT

Executive Summary of Recommendations

No.	Opportunity	Timeline
Governance and Structure (continued)		
5	<p>Criminal Investigations</p> <ul style="list-style-type: none"> • Future consideration should also be given to the deployment of specialised resources (i.e. CID investigators, mentors) to frontline patrol to bolster capacity and flexibility of the patrol function. The GSPS should undertake a detailed workload analysis across the CID to identify where and to what degree shifts in the CID structure may be made in order to reassign resources to where they are needed most. • Consolidation within Criminal Investigations may be considered with the completion of the additional analysis noted above. As seen in other jurisdictions, a consolidated pool of investigators allows for the utilization of those with specialized training only as necessary, and streamlines managerial oversight within the investigative function. 	MEDIUM
6	<p>Community Mobilization Unit</p> <ul style="list-style-type: none"> • Undertake a phased approach to further refining the GSPS organizational structure after the initial opportunities are considered. This involves a more detailed and in-depth structural review informed by an enhanced understanding of member workload , functional assignments and the future approach to demand management. Consider shifting reporting line of Crime Stoppers/Seniors CSP from CID to CMU 	MEDIUM
7	<p>Operational Support</p> <ul style="list-style-type: none"> • Consider shifting PCRC to Patrol Operations • Prioritize Emergency Management as key functional responsibility and accountability emanating from Operational Support • Tactical and Traffic (including CRC) as key business units from this area. 	SHORT

Executive Summary of Recommendations

No.	Opportunity	Timeline
Governance and Structure (continued)		
8 (a)	<p><i>Information Sharing and Decision-Making</i></p> <p>Systemize information sharing practices between units and teams to reduce the perception of a siloed and a more specialized organizational structure to promote greater integration between teams and divisions.</p>	MEDIUM
(b)	<p>Review of low impact decision-making processes (e.g., spending below \$1,000, training authorization, community event involvement, scheduling issues, etc.) to provide clarity about the nature of decisions made at each organizational level and encourage management to make decisions on a more frequent and timely basis.</p> <p>Embed decision-making in the performance expectations of the respective role</p>	SHORT

Executive Summary of Recommendations

No.	Opportunity	Timeline
Intelligence-led Demand Management (Communications Centre)		
9	Build upon existing call assessment/triage process by embedding a more risk-based approach to call evaluation, prioritization, and dispatch. A risk-based approach would be applied to non-emergency calls to add an additional level of scrutiny to direct the call to the most appropriate level of response.	SHORT
10	Establish a policy in conjunction with this refined call assessment process to enable and empower call-takers to effectively use this approach with the appropriate oversight. This includes amending the current computer system to enable down-grading of calls, as appropriate.	SHORT-MEDIUM
11	Revisit the new GSPS-designed Communications Centre training program to build on its success by, if not already included therein, embedding the above risk-based approach (recommendations 9 & 10), including the development of tabletop exercises, policies, and procedures.	SHORT-MEDIUM
12	Evaluate GSPS' recent implementation of a dedicated Civilian Communications Centre Manager. Establish the above service level standard and consistency of call assessment and dispatch practices across shifts. Review call management practices and dispatcher functions. Review best practice functional roles/responsibilities for Communicators with greater integration with PSO role	SHORT

Executive Summary of Recommendations

No.	Opportunity	Timeline
Intelligence-led Demand Management (Patrol Response to Calls for Service)		
13	Enhance the use of data analytics to inform operations. This includes better leveraging the crime and intelligence analysts to compile and disseminate daily reports to patrol based on crime mapping, trends, and intelligence. These reports should be shared at the beginning of each shift so that resources are deployed to priority areas based on demand, including the targeted collection of intelligence to support CID investigations.	SHORT
14	Investigator workload performance data should be broadened to include duration of investigation relative to priority and complexity of cases, as well as quality of investigation, to build on current volume-based picture of investigative demand.	MEDIUM
15	Building on results from GSPS's recent Calls for Service Study and implementation of PCRC, undertake detailed analysis of additional calls identified for potential alternative response to determine the most appropriate avenue of response (e.g., delegation to partners, increase online reporting, appointment or call-back system, etc.).	SHORT
16	Evaluate new PCRC against pre-determined performance indicators.	MEDIUM
17	Develop Call Queue service level standards and policies to help maintain the queue at a zero to manageable level shift-to-shift ensuring consistent interpretation of guidelines for call prioritization.	SHORT

Executive Summary of Recommendations

No.	Opportunity	Timeline
Intelligence-led Demand Management (Partnerships)		
18	Continue the Community Mobilization Sudbury, with a particular focus on improving its ability to identify, trace, and understand <i>trends</i> around high risk response and intervention. Trends can be further utilized to proactively deploy the right resources and methods to mitigate risk and prevent negative outcomes.	MEDIUM
19	<p>Mental Health Calls</p> <p>Building on the success realized to date through the “Made in Sudbury” / Community Crisis Model response to mental health-related calls, there is opportunity for the GSPS to work with hospitals to explore a continued improvement to the process for those calls that require mental health patient transfer at the Emergency Department (ED). The objective is to enable officers to get back on the road and responding to calls for service where their skills are needed most.</p>	MEDIUM
20	<p>Nuisance Bears</p> <ul style="list-style-type: none"> • Continue to work with City and Ministry of Natural Resources and Forestry to address nuisance bears through ongoing sharing of information, community education and examination of by-laws around garbage handling • Continue to explore options with the City in terms of best response for Animal Control Calls 	SHORT

Executive Summary of Recommendations

No.	Opportunity	Timeline
Resource Management (Personnel)		
21 (a)	Revisit abstraction analysis used to determine the total number of patrol officers on shifts. The Abstraction Management methodology used in determining the current twelve hour shift was robust and could be applied again against the new call management system and implementation of Platoon Processing Officers. This will assist in understanding and controlling resource levels for each shift to ensure the right number (at least a minimum number) are on shift when scheduled to address demand.	SHORT
(b)	Consider implementation of quantitative and qualitative workload measures in all Divisions as part of ongoing quality control and monitoring to maximize and better inform the use and deployment of resources.	
22	Enable quantitative measurement of administrative workload for supervisors (Sergeant and above) to identify opportunities for process improvements, resource maximization and to assess the current perception of onerous administrative processes.	MEDIUM
23	With an understanding of the potential impacts from enhanced demand management practices in the future, call distribution changes, and abstraction rate management, the Service should undertake a review of the current GSPS zone structure and associated deployment model to ensure that officers are positioned in the right places at the right times, as specified in the body of this report.	LONG
Resource Management (Non-Personnel)		
24	Strengthen the organizational understanding of the demand, value and supply of key pieces of equipment through consultations with members and improved non-people resource tracking mechanisms.	MEDIUM
25	Ensure appropriate controls and information management practices are in place to maximize the GSPS fleet of vehicles, including an understanding of usage patterns, maintenance down time, fuel consumption, and alignment to CFS types and policing priorities.	MEDIUM

Executive Summary of Recommendations

No.	Opportunity	Timeline
Resource Management (Non-Personnel)		
26	Police Facilities require immediate attention. Current state of HQ contributing to inefficiencies in terms of overcrowding, information sharing, customer service, public access, safety and security. Plans for expansion to existing campus to be pursued in 2017 budget cycle should be a top priority. LEL facilities condition contributing to risk exposure due to leakage and other environmental concerns. Training needs currently not met due to competition with other users for training space.. Consideration should also be given to expanding exiting site to accommodate large storage items since the Falconbridge must be decommissioned due to mold. Continue to examine utility and effectiveness of storefront model of service delivery model in relation to usage and community service.	SHORT-MEDIUM
Performance Management		
27	Build information management capacity to enable consistent collection, tracking, and dissemination of performance information for active performance management.	MEDIUM
28	Design Performance Indicators that align to the strategy of the organization through a performance management framework. Include output, input, and outcome-based measures in keeping with the Business Plan.	MEDIUM
29	Determine appropriate metrics and approach for measuring public trust, confidence and satisfaction (examples provided in body of report).	SHORT
30	Continue positive employee recognition through the annual Nickel Awards, Chiefs Commendation, Inspector Notes to file, Annual Long Service Recognition events (Members and Volunteers), Police and Community Awards Gala and further embed recognition in daily practice at the unit level. This should be done across all areas of the organization to promote consistency, cohesiveness, and better drive success against the GSPS' strategic priorities.	SHORT

Executive Summary of Recommendations

No.	Opportunity	Timeline
Technology and Innovation		
31	Review existing information technology and information management assets to: assess maturity, ensure full implementation and efficient operations; and to identify potential investment requirements	SHORT
32	Ensure Information Technology impacts given new initiatives in early planning stages. Establish strong governance and oversight to future IT investments through the requirement of business cases linked to organizational priorities and demands, and the use of an IT Strategic Innovations Group for medium and large-scale purchases.	MEDIUM
33	Monitor the implementation and performance of future IT investments through the use of performance indicators to assess ongoing impact and to identify potential adjustments required to achieve the desired outcomes	LONG



Towards the Future State

Becoming a More Efficient and Effective GSPS



Project Approach and Design Methodology

Project Approach

Procedures consisted of reviewing information provided by GSPS, external literature/documentation, inquiry, observation, facilitation of interviews and focus groups, working sessions, analysis, and synthesis.

Analysis was based on data provided by GSPS as requested by the KPMG team, and representatives of Where data existed to represent findings and evidence quantitatively, this was done; where it did not, educated assumptions about data and/or have aggregated qualitative observations combined with our knowledge of leading practice to reach informed recommendations for the future. This approach was Group in the Project Charter developed in Phase 1. Field work was conducted during the period of interviews, focus groups, site visits and observations examining opportunities to enhance the efficiency organization.

Approach to Design

In developing this report, which focuses on the current state relative to effectiveness and efficiency with a look to future state opportunities and implementation considerations for the GSPS, the KPMG team undertook a series of key activities to inform this development as detailed below:

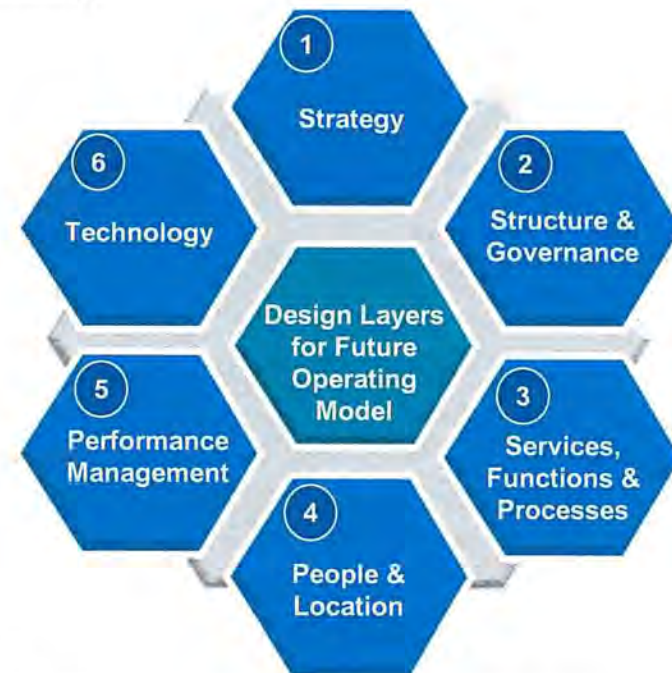
- Further detailed analysis and research
- Working session with the GSPS Steering Committee
- Further consultation with KPMG subject matter advisors
- Consideration of insights gains through best practice interview input

Future Operating Model

An operating model is a systematic design process which breaks down the complex machinery of a model or organization into its logical components and uses the appropriate analysis and design techniques for each component to build an enhanced model.

Overview

The Greater Sudbury Police Service (GSPS) Design Principles (discussed further on the subsequent page) were the framework around which the Analysis and Opportunity Identification phase of this project were undertaken and are built around the structural elements that make-up the Future Operating Model of an organization.



GSPS Design Principles and Desired Future State

In a working session, the GSPS identified the principles by which the opportunities and recommendations of the Efficiency and Effectiveness review were designed, guided, and presented.

Overview

These Design Principles reflect and determine the desired outcomes and objectives for the GSPS.

The exercise was designed to build upon the work already done by the GSPS with respect to the success achieved towards the organization's vision and enabling strategy at the foundation of the GSPS Business Plan 2015 to 2017.

The Principles at right reflect a continued investment by GSPS in the well-being and future of its people and the communities they serve.

Driving a Greater Focus on being Data-Driven & Evidence-led

Improved ability to make evidence-based strategic, service-wide, service-specific, and operational decisions.

Enhanced Culture of Continuous Learning

A stronger role for governance, oversight and performance management to enable continuous improvement in all aspects of GSPS. This includes active pursuit of innovative approaches to service delivery through people, partnerships, and technology that enables GSPS to be a sustainable, adaptable, and flexible organization.

Community-Centric

Operations that are reflective of community priorities and the performance against which is actively reported back to communities to promote transparency, build trust, confidence, and public accountability.

Active and Accountable Performance Management

Performance management enables line of sight from Service strategy to unit and individual objectives based on input, output, throughput, and outcome measures and is supported through information technology.

Achieving Value For Money

Increased financial sustainability and a clear recognition of value and return on investment, both social and financial, achieved from investments in an enhanced GSPS and continued financial accountability.

Single Point Accountability & Decision-Making

There will be clear, well-defined accountabilities and decision-making authorities, supported by two-way communication between frontline, management, and executive leadership to support decisions being made at the right times, by the right people at the right level to mitigate risk, enable operations, and achieve results.

People-Focused

Continued and enhanced investment in GSPS people to maintain an elevated and responsive skill set to best serve the needs of the community.

Enhanced Partnership Working

A strong degree of, and sustainable approach to, interoperability with local service providers who contribute to the protection of public safety, including social, health, housing, emergency services, and private partnerships to problem solve and proactively address demand.

Presentation of Recommendations

In the subsequent section we examine the opportunities for the GSPS to enhance the efficiency and effectiveness of the organization. These recommendations are intended to build upon the progress already achieved by the GSPS on its Business Plan 2015-2017, and existing internal studies to improve various functions and processes of the organization.

Each opportunity is presented within one of the Future Operating Model elements, as outlined on the previous page and as defined below. Each links back to the themes and findings summarized in the Current State Interim Report.

Future Enabling Operating Model Elements		Description & Definition
Services, Functions, & Processes People & Location	Strategy	Opportunities to build upon and strengthen the understanding of the GSPS' strategy and vision throughout the organization, the operational alignment to the Nickel Model, agreement on strategic priorities and clarity in performance measures to enable the successful delivery of the strategy.
	Governance & Structure	Identified opportunities to enhance leadership's oversight of the organization through strengthened structure, work alignment, delegation of authority, and sufficient capacity to deliver. It also relates to strategic and operational decision-making, communication, and the standardization of processes and practices, where appropriate. This section refers to the Organizational Structure of the GSPS, as opposed to the resource deployment model, which is discussed in the Flexible Resource Deployment element below.
	Intelligence-led Demand Management	Opportunities related to how the organization can improve its capacity to respond to the demand on the service while maintaining or improving the quality of service provided to the public by enabling leadership and officers-in-charge to know where resources should be deployed/focused to maximize value. It relates to several findings in the Processes section of the Current State Report, and reflects the <i>Services, Functions & Processes</i> , and <i>People & Location</i> elements of the Future Operating Model.
	Flexible Resource Deployment	Recommends opportunities to enhance the Service's current approach to deployment to meet existing and future demand on the Service and leveraging intelligence to get resources in the right place, at the right time. This was evaluated in the Services, Functions & Processes theme of the Current State Report, and reflects the <i>Services, Functions & Processes</i> , and <i>People & Location</i> elements of the Future Operating Model.
	Performance Management	Opportunities to more systematically gather data to capture organizational performance at all levels that support, enable, and are aligned to the GSPS strategy and vision.
	Technology & Innovation	Recommendations to further leverage and evolve the organization's use of technology and innovative approaches to service delivery to be more efficient and effective.

Becoming More Efficient and Effective

Overview

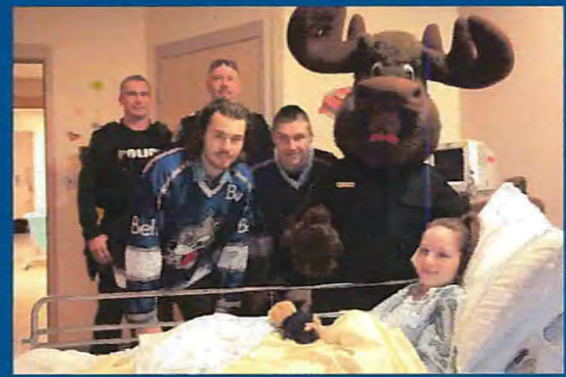
Using the Future State Operating Model characteristics, the table to the right contrasts the current state operating environment of GSPS with the desired future state that can be achieved by implementing a series of opportunities to build upon and enhance the efficiency and effectiveness of the service.

The diagram further reflects that the GSPS Design Principles can be met through the achievement of the Desired Future State.

Current State	Future Enabling Operating Model Elements	Future State
<ul style="list-style-type: none"> A unique strategy tailored to the GSPS is in place, Consistent or systematical understanding across the organization could be enhanced 	Strategy	<ul style="list-style-type: none"> Consistently understood strategy throughout organization with clear insight of how the role of each GSPS member contributes to its success.
<ul style="list-style-type: none"> Committed leadership, however functional "siloes" inhibit communications, collaboration, and resource sharing throughout the organization. 	Governance and Structure	<ul style="list-style-type: none"> Enhanced horizontal communication across the organization and empowered management so decisions are made at the lowest level.
<ul style="list-style-type: none"> Response to demand on organization is predominantly reactive, with resources deployed within zones based on a call-to-call approach. 	Intelligence-Led Demand Management	<ul style="list-style-type: none"> Strategic approach to managing demand through new/ expanded alternative response, use of intelligence, and leveraging partnerships to provide Sudbury residents with the right type and level of response at the right time.
<ul style="list-style-type: none"> Patrol is deployed across 10 zones in the urban and rural areas of Sudbury; however, officers do not consistently operate within zones but instead based on calls received 	Flexible Resource Deployment	<ul style="list-style-type: none"> Resources are deployed based on demand priority areas throughout GSPS to further reflect and enable the organization's ability to have officers where needed most at the right time.
<ul style="list-style-type: none"> GSPS has Business Plan, 2015-2017 in place with clear <i>Strategic Themes, Goals, Objectives and Performance Indicators</i>, however, it has limited ability to measure quantitatively Service performance against these priorities. 	Performance Management	<ul style="list-style-type: none"> Clear performance indicators, targets, and metrics at every level of the organization clearly tied to vision and strategy of the GSPS, touching each point of the Nickel Model.
<ul style="list-style-type: none"> Although recent IT investments have been made, IT can be further leveraged and the processes they enable revisited to maximize efficiency. 	Technology and Innovation	<ul style="list-style-type: none"> Fully-understood and leveraging of existing IT infrastructure, along with future investment governed by an IT strategy that is performance and evidence-based.



Recommendations for the Future



Strategy

The GSPS may strengthen the organizational commitment to the Community Safety and Well-being Our Shared Commitment "Nickel Model" by revisiting the current approach to cascading its strategy elements throughout the Service. Please refer to **Appendix A** for a visual of the Nickel Model.

Opportunity and Implication

The current GSPS strategy, grounded in the Nickel Model, contains many essential elements to guide a community-based, proactive and intelligence-led approach to policing. The following tactics may be deployed to further embed this strategy in all operating units to guide day-to-day activities.

1. Communicate strategy elements to relevant personnel using innovative and engaging techniques. This may include the use of focus groups, collaborative planning exercises, one-on-one discussions with supervisors, and question and answer forums with senior leadership.
2. Develop clear alignment of the strategy to the organization's performance management framework. This will allow leadership to assess progress against areas of focus, measure the effectiveness of strategy elements, and to identify potential adjustments required (refer to the **Performance Management** section of this report).
3. Further connect strategy elements to patrol officer activities during pre-shift briefing discussions. Clear considerations should be given to the specific components of the GSPS policing strategy, including informing activities for the upcoming shift and acknowledging activities undertaken during the prior shift within various elements of the Nickel Model.

Observation and Evidence

- Despite a general understanding of the current Nickel Model strategy, a perception exists that that deployment and operational activities are not always guided by this policing strategy.
- The GSPS is looking to build capacity and strengthen the proliferation of its policing strategy to ensure that units and teams are not functioning on a day-to-day, task-to-task basis, and are able to understand and align activities to strategic priorities.

Leading Practice

- Policing strategies provide clarity, focus and relevancy to the actions of a unit, department and organization.
- Conversely, without a thoughtful, clearly articulated strategy, organizations quickly run the risk of 'losing their way', mismanaging priorities and becoming reactionary and irrelevant to the citizens they serve.
- To make strategic planning useful and successful it should:
 - Influence demand, build stakeholder and staff loyalty.
 - Contain initiatives that improve performance, build superior activity systems that turn into superior capabilities and increase organizational knowledge that can be leveraged.
 - Be internally consistent – there should be a logical complementary coherence among the various choices for identity, scope, approach and performance.

Strategy

Potential Impact & Anticipated Benefits

Efficiency:

- Clarity of purpose and objectives should inform all activities and resourcing to support more focused, proactive and coordinated effort, thereby enhancing the efficiency and value both for, and provided by, service members.
- Alignment of individual team planning to one strategic plan will leverage the collective value of GSPS' teams and expertise as a joint force to most efficiently dedicate resources to identified priorities.

Effectiveness:

- A collaborative approach to communicating and modifying the GSPS strategy will promote a shared understanding of the Service's ambition, and how each individual will play a role in achieving the desired community safety outcomes.
- Improved effectiveness of staff to achieve anticipated results, performance and benefits due to a focused plan of action connected to, and informed by, strategic planning.

Economy:

- A well-understood and followed strategy will aid senior leaders in identifying significant investment requirements for time and money. When combined with coordinated performance measurement, it will also guide leaders in allocating resources at critical operational junctures to maintain progress towards strategic goals and priorities (e.g., decisions regarding resourcing for proactive activities vs. call queue management).

Implementation Considerations

Key Challenges & Barriers	Impacted Areas	Key Next Steps
<ul style="list-style-type: none"> • Further engagement regarding the GSPS should be fully inclusive and careful not to over the perspective of specific individuals. • Further strategy development and require a moderate level of effort from 	<ul style="list-style-type: none"> • Service-wide 	<ul style="list-style-type: none"> • Hold a forum (or multiple) that communicates a refresh on the forward' direction for the GSPS, including elements such as the with a lens of what's to come for service members in the future excitement, transparency, and buy-in upfront • Continue cascading communication about changes as they are the strategy

Governance and Structure

The GSPS is well-positioned to undertake minor structural and process changes to reduce the perception of a siloed, specialised approach to service delivery, and to empower members to make decisions at the appropriate levels. The realignment/ redistribution of functions of certain divisions and the addition of an Inspector is suggested in terms of improving efficient delivery of programs and services.

Opportunities and Implication

1. Systemize information sharing practices between units and teams to reduce the perception of a siloed and a more specialized organizational structure.
 - Embed information dissemination and intelligence sharing practices within a revised performance management framework (discussed later in this report, see page 66) to formalize expectations for all position types.
 - Continue investment in knowledge transfer and cross-functional skill development throughout the organization to enhance operational flexibility and effectiveness. Examples include strategic rotations within Criminal Investigations, cross-functional training of Community Mobilization Unit members, such as the School Resource (sworn position), School Liaison, and Crime Prevention officers, and more frequent rotations for patrol officers through, for instance, the Traffic Management Unit.
 - The GSPS' recent filling of a crime analyst position that was vacant will help to facilitate the information sharing process by consolidating and disseminating information to enable evidence-based decision making. This, along with how operations may be streamlined to enable this type of cross-functional training and operational flexibility, are discussed further in the **Intelligence-led Demand Management** section of this report.
2. Consider minor structural changes to simplify the reporting structure, reflect the GSPS's strategy, and in some cases, reflect actual reporting relationships (e.g., Auxiliary /Volunteers to CMU;).
 - Please refer to pages 38 and 40 for illustrative examples of forward-looking organizational charts for consideration. These represent potential and immediate structural changes to improve the efficiency of reporting and flexibility within the Patrol Operations and, to a lesser extent (based on available data for analysis at this time), the Criminal Investigations Division (CID). The co-location of crime and intelligence analysts is an example of a proposed structural change to encourage information sharing and streamline reporting relationships. The approach and timing to colocation can vary based on factors such as any structural limitations of the GSPS Headquarters building, and is ultimately at the discretion of the Service.
 - Future consideration may also be given to the redeployment of specialized resources (i.e. CID investigators) to frontline patrol to bolster the capacity and flexibility of the patrol function. Such a decision will require a more detailed understanding of the demands and current workloads of some specialized units and the capacity to absorb this type of change. The GSPS should undertake detailed workload analysis across the CID to identify where and to what degree shifts in the CID structure may be made to reassign resources to where they are needed most. Refer to the subsequent slide for additional information on potential shifts to the future structure of the CID based on workload analysis.
 - KPMG also recommends a phased approach to further refining the GSPS organizational structure after the initial opportunities noted above are considered. This involves a more detailed and in-depth structural review informed by an enhanced understanding of member workload and the future approach to demand management (as discussed in this report). These operational elements will impact resource allocation, reporting, and process, potentially yielding opportunities for greater organizational flexibility (e.g., maintaining a smaller number of specialist CID investigators supported by a larger pool of general multidisciplinary investigators, where feasible).

Governance and Structure

Opportunities and Implication

2. Minor structural changes recommendation continued: Potential Shifts in Future CID Structure

- Redeploying resources back to the frontline from specialized units from within CID can be done in a variety of ways. How the GSPS elects to redeploy resources, if any are deemed available, will be contingent on more robust workload analysis to: first, obtain a more realistic picture of officer workload in this Division; and, second and subsequently, gain a more accurate sense of whether the supervisory span of control is effective based on this workload.
- To provide the GSPS with an idea of the potential options with respect to a future CID structure driven by workload analysis, we have included some samples below. Consideration of any of these models has the potential of yielding a net gain to the front line Patrol Division.

	Sample A	Sample B	Sample C	Key Considerations
Structural Change	Consolidation of Select Specialized Units	Divestment of Specialization to Frontline	Hybrid of A & B	<p>Factors to consider when making decisions about reallocating resources from CID to patrol include:</p> <ul style="list-style-type: none"> • Ability and cost to cross-train • Complexity of workload • Prospective fluctuation in CID demand • Level of disruption to organization • Skill set of officers to be reallocated • Span of control* • Timing of transition <p>* Decisions about changes to span of control should be informed by workload and case analysis to identify level, complexity, and likeness across workload to be supervised.</p>
Features	<ul style="list-style-type: none"> • Merge or consolidate select units that have an imbalance in workload and/or likeness in workload • Shift resources accordingly to match workload • Redeploy remaining officers back to frontline for patrol-specific activities • Specialization and investigative responsibility is retained within CID 	<ul style="list-style-type: none"> • Divest certain specialties from CID • Rearrange officers within CID, as appropriate, based on skill set to fit updated structure • Redeploy remaining officers to frontline with responsibility for divested specializations • Cross-train select officers across platoons in divested specializations. • Primary role remains responding to CFS and specialization for divested CID areas is contained at patrol-level with designated representatives. 	<ul style="list-style-type: none"> • Selection of specialized units are merged and/or divested to frontline • Percentage of officers redeployed to frontline • These officers can either primarily respond to CFS and retain the specialism as a go-to resource across each platoon and/or do not respond to CFS but focus solely on incidents/cases relating to this specialization within each platoon. • The workload in the divested areas will be a primary indicator as to how any redeployed resources will be utilized. 	
Case Example	<p>Ottawa Police Service: Overall the service is moving away from specialized sections is evaluating whether it will either move toward a generalist approach (Sample A) or an embedded approach with operational alignment (Sample B). The latter with focus upon the diversification of roles, via increasing investigative capacity</p>			



Governance and Structure

Opportunities and Implication

3. Continue to facilitate a deeper understanding among members regarding their role in decision-making processes. This involves building a stronger sense of empowerment by embedding decision making in the performance expectations of the respective role. A cultural shift may be required to encourage decision making at the most appropriate level.
 - A review of low impact decision-making processes (e.g., spending below \$1,000, training authorization, community event involvement, scheduling issues, etc.) may help to provide clarity about the nature of decisions made at each organizational level and encourage management to make decisions on a more frequent and timely basis.
4. Through structural changes and process improvement identification, the former Alternative Response Unit (ARU) now Police Community Response Centre (PCRC) should continue to increase its unique role in minimizing the demands for patrol officers. The PCRC should also continue to seek new opportunities to reduce the outstanding call queue and providing timely service to the citizens of Sudbury.
 - Continue to phase-in Community Safety Personnel (CSPs) with cross-training and job shadowing to build capacity and experience. CSPs have the potential to serve an impactful role throughout the PCRC, but the GSPS must continue to critically examine the activities and processes that require a uniform officer (e.g. functions within COPLOGIC, Tow Book, and CRC) and the potential to increased CSP responsibilities.
 - Implement clear performance benchmarks and workload goals for the PCRC to monitor progress and determine areas for resource allocation and or process improvement (e.g. Fraud caseload, Tow Book assignments, CRC reports, COPLOGIC reports and follow-ups).
 - Consolidate functional reporting, oversight, and physical location of PCRC members (where possible, e.g., likely not CRC). This will provide consistency in oversight and performance management, reduce internal silos, and enhance the coordination of activities and information sharing within this Unit.
 - As CSPs build capacity and full-time uniform resources become available (see Intelligence-led Demand Management section), begin to phase out accommodated members from key PCRC roles through attrition. The aim is to promote permanency and reduce the impact of turnover in this critical function. Refer to page 42 for further analysis of the current PCRC structure.

¹ In May, 2016, a reorganization of the ARU was undertaken by the GSPS. In its place, the newly established Police Community Response Centre (PCRC) will be staffed by a supervising Sergeant, three CSPs, and one dedicated PCRC Officer. Former ARU Officers were assigned to a newly created Platoon Support Officer (PSO) This reorganization, along with the Platoon Support Officer (PSO) roles, align with the recommendations above to free up the capacity of patrol officers and improve the Services' capability to undertake alternative call resolution.

Governance and Structure

Observation and Evidence

- The perception of over-specialization results from the development of focused skillsets and a desire for greater cross-functional training and succession planning among members. Demand and workload data, however, is insufficient to allow for a direct comparison across units and the subsequent quantification of this perception. This presents the opportunity to continue to develop an enhanced understanding of workloads to target potential areas for general skill development (e.g., CID).
- The demand on, and activity of, the Traffic Management Unit (TMU) reflects the Service's recognition of traffic-related incidents as a high-priority focus for the community. It is staffed by seven personnel, including one Unit Sergeant and six Constables. On average, there are two members scheduled for the day shift and two members scheduled for the afternoon shift. Members of this Unit issued 3,685 Provincial Offences in 2015, resulting in an average of approximately 526 offences per member. There were also 943 calls for service recorded in NICHE for this Unit, requiring 523 submitted reports. A breakdown of Provincial Offences issued by Unit within the GSPS is provided in the table below.
- The member perception of functional silos is created by inconsistent and/or insufficient communications in some areas as well as an organizational structure that is considered to be flat in some areas, with opportunities for increased grouping of similar teams or positions. Additionally, currently there are personnel who are overseen by a Supervisor and functionally report to another leader (e.g. some PCRC members, Auxiliary Unit).
- Examples were cited where major projects have moved ahead with key functions, such as IT, not being involved in the planning and preparation discussions ahead of time, thereby impacting the ease and operationalization of the project upon implementation (e.g., Blackberry deployment to the tactical team).

2015 Provincial Offences Act Tickets by Unit

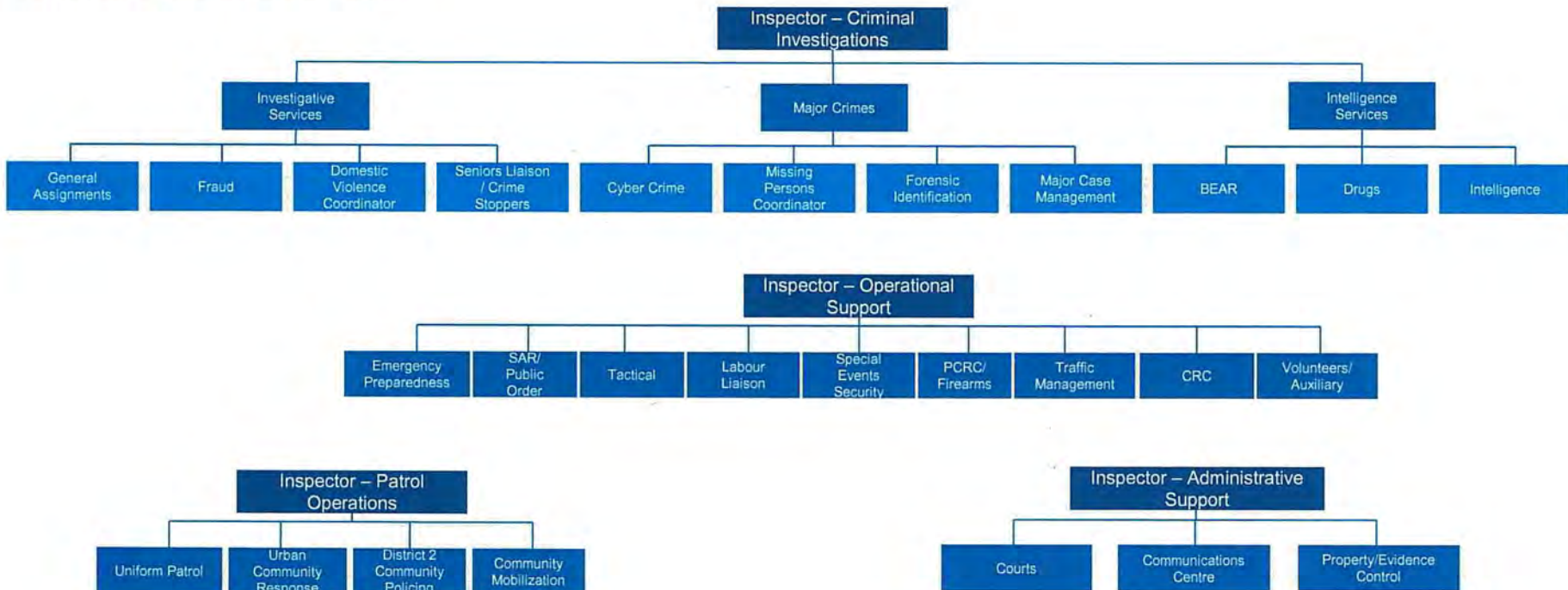
	72HR	Part III	POA	Total
Traffic Management Unit	299	295	3,091	3,685
Platoons (total)	2,059	673	5,160	7,892
All Others (ex. Tactical, Rural, etc.)	87	289	538	914
Total	2,445	1,257	8,789	12,491

Governance and Structure

Observation and Evidence

- The diagrams below represent the organization structure as depicted in documentation provided to KPMG. It is acknowledged, however, that these diagrams do not reflect actual reporting relationships in many cases.

Current State Organizational Structure Samples



Governance and Structure

Observation and Evidence

Patrol Operations Structure

- The current Patrol Operations structure presents an opportunity to clarify the roles, functions and reporting relationships associated with “community-based” policing. Consideration should be given to establishing the Community Mobilization Unit under a separate command structure which would include the addition of one Inspector.
- KPMG recognizes the unique mandate of the Rural Community Response Unit (CRU), and the recent restrictions to the Urban CRU (e.g., counted in Platoon general deployment). A combined Urban and Rural CRU may help to identify synergies, focus on proactive work and low-priority calls, and validate the benefits of personnel assigned and located within this unit.
- A distinction between urban and rural community response may still be required, but the grouping of personnel into one unit may improve operational flexibility. This includes the ability to draw upon available resources and greater exposure to different policing environments and activities among unit members.
- The Service may also wish to consider aligning the call response function under the Patrol Division which would see the newly formed PCRC moved to the Patrol Division.
- Within the Community Mobilization Unit (CMU), there is an opportunity for clarified roles and reporting structures due to the introduction of CSPs, the turnover in uniform staff (as described in interviews), and the overlap in some responsibilities (e.g., shared focus on youth, schools, and community organizations).
 - Current positions include: Crime Prevention Coordinator, Youth Safety Coordinator, Youth Education Coordinator, School Resource Officers and Community Liaison Officer. Consideration could be given to moving the Seniors/Crime Stoppers CSP from CID to the CMU.
 - It is important to maintain the close connections between these positions, but a clear structural delineation between Youth, Education and Community Crime Prevention may help to more clearly articulate the value and expectations of each role.
 - An opportunity also exists to shift the Volunteer/Auxiliary function to the CMU as the CMU Sergeant is currently the Auxiliary Officer Liaison. This decision, however, will be dependent on the capacity and current workload of the CMU Sergeant.

Governance and Structure

Observation and Evidence

Patrol Operations Structure

Current State



Potential Future State



Currently in Operational Support

Governance and Structure

Observation and Evidence

Criminal Investigations Structure

- The migration towards the consolidation of investigative units may help to recognize the interconnections between teams and to reduce the perception of silos and over-specialization that currently contributes to a level of operational rigidity for the organization.
- The three current branches of the Criminal Investigations division shown on the page 41 appear to provide a distinction between the responsibilities of each organizational unit, though it is not clear if this has created significant barriers to the flow of information. As workload data becomes more readily available it will be important to assess the relative staffing requirements of each groups, and opportunities to merge or more closely share resources between groups and, in doing so, redeploy a number of resources back to frontline policing. Please see the **Resource Management** section for additional insight regarding how the GSPS should consider evaluating the workload of these specialized units to determine which may be most eligible to release resources for redeployment to the frontline.
- As noted, improved communications and decision-making protocols are equally as important as structural changes to increase effectiveness and decrease role confusion or duplication of efforts. The potential opportunities to further merge investigative functions would lead to a consolidated pool of investigators, some with specialized skills and training, all available to address the general caseload that arises. In addition to ensuring all investigative resources are available to address all case types, this may enable greater operational flexibility, and simplify reporting and oversight within Criminal Investigations. As noted and demonstrated in the **Resource Management** section, additional analysis will be required to accurately inform this decision.
- It is also recommended that crime analyst and intelligence analyst functions be co-located and report to one supervisor. Currently, the Crime Analyst reports to Executive Services and the Intelligence Analyst reports to the S/Sergeant of Intelligence in CID. Streamlining reporting of these two positions may help to reduce informational and intelligence silos and encourage the coordinated dissemination of strategic information. How this co-location occurs may take place in the medium to long-term based on the physical building layout and capacity of the GSPS Headquarters. In the short-to-medium term the positions could transition to being co-located for half-a-day or two to three days per week and in their respective locations for the remainder. In the long-term, it would be ideal to also co-locate the UCR clerks with the analysts. A transition plan towards co-location is ultimately at the discretion of the GSPS.

Governance and Structure

Observation and Evidence

Criminal Investigations Structure (continued)

Span of Control

- The layers of management, which indicate the number of steps (supervisors) between a frontline employee and the chief executive, determine the way an organization communicates with and delegates duties to its units and individual employees. Given the size of the GSPS, the organization appears to be appropriately flat with three levels separating the Chief from frontline staff. It is somewhat common in police organizations that there are many management ranks which serve more to provide opportunities for promotion, but have little or no functional purpose in the organization.
 - Interviews with staff across units and ranks of the organization indicated that decisions are not always perceived to be made at the lowest possible level. Based on the GSPS's overall span of control this is likely more attributable to an opportunity to refine policy and the culture around decision-making within the organization.
- While the overall span of control of GSPS is appropriately flat, within CID there appears to be opportunity to reevaluate the supervisory level span of control, coupled with workload analysis, to potentially increase effectiveness within the division and reallocate some supervisors more appropriately within the organization
- In the CID, the span of control varies across the various specialized units under Major Crimes, Investigative Services, and Intelligence Services. This is not uncommon compared to industry standard for an organization the size of GSPS and the numerous diverse functions required of a police organization.
 - The lower span of control in some specialized units, such as General Assignments at 1:3 or either Major Case Management and the Senior Officer Liaison at 1:1, is low and potentially signals opportunity to increase the span of control within Criminal Investigations through, as mentioned previously, a larger consolidated pool of investigators. In doing so, any supervisors identified to be "additional" could be reassigned within Criminal Investigations or redeployed to frontline. Once again, an understanding of workload across the entire CID should inform this decision. Again, as noted earlier, consideration should be given to moving the Senior Liaison/Crime Stoppers CSP could be moved to CMU.
 - In general, lower span of control typically indicates an inefficient and top heavy organization. While the GSPS is not structured this way overall, the current CID model presents an opportunity to more closely evaluate precisely how a future CID could be more effectively structured (see potential examples on page 33) to streamline reporting lines, increase operational flexibility and improve communications.
 - While police organizations generally prefer lower spans of control and multiple layers of management, the growing trend in business management and some governments is a movement to flatter organizational structures and higher spans of control. For GSPS's CID, the current structure presents an opportunity to increase the span of control in some areas to a degree. The specialized nature of the work required will and should have bearing on the extent of the increase. Consideration should be given to the re-allocating the third Staff Sergeant in CID.

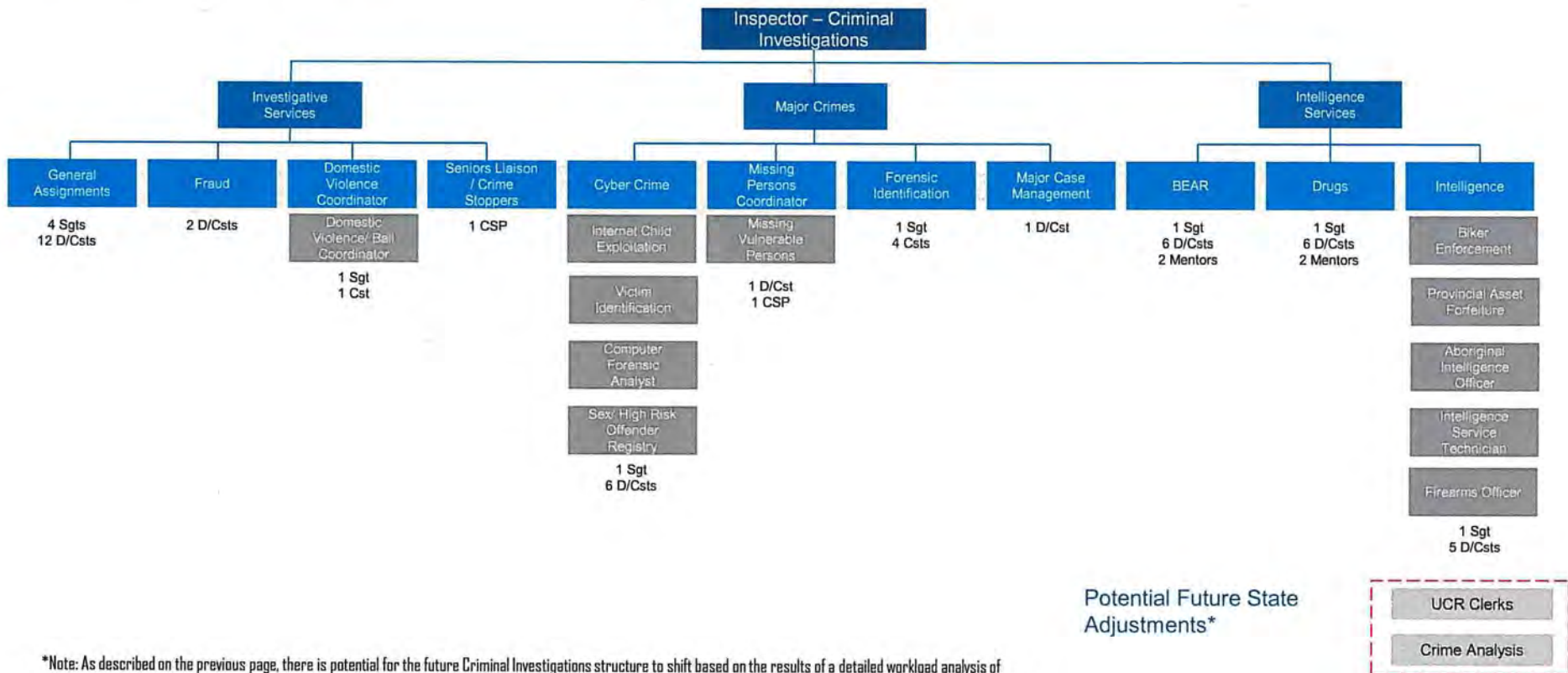
Governance and Structure

Observation and Evidence

Criminal Investigations Structure

Current State

As of Feb. 9 2016, provided by GSPS. Support staff excluded.



*Note: As described on the previous page, there is potential for the future Criminal Investigations structure to shift based on the results of a detailed workload analysis of these specialized units to identify how many, if any, resources and from what areas could be redeployed to frontline patrol. A key enabler of a structural shift of this nature will be the cross-training of service members (see the first recommendation in this section of the report for more information).

Governance and Structure

Observation and Evidence

Current State: Police Community Response Centre

- PCRC was responsible for approximately 13% of P5 CFS and 29% of P6 CFS in 2015. This represents a significant workload, but opportunities remain to reduce the call queue which is primarily comprised of P5 and P6 calls.
- The current placement of some PCRC personnel throughout the organization has created distance from supervisors and generated some confusion about reporting responsibilities (e.g., Supervisor can be considered platoon supervisor, PCRC Sergeant, or Operational Support Staff Sergeant). As previously identified, this presents an opportunity for a streamlined reporting structure and greater supervision from within the PCRC.
- The key roles for accommodated and temporary placements reportedly has important effectiveness and efficiency implications due to the necessary learning curve, often amplified due to the rotation/turnover of accommodated officers through the Unit. Where possible, the phasing of full time CSPs into positions currently held by accommodated officers may improve stability and cost-effectiveness.

		<div style="text-align: center;">Inspector - Operational Support</div> <div style="text-align: center;">Staff Sergeant</div> <div style="text-align: center;">PCRC Supervisor</div>				
		CRC	Fraud	Tow Book	PCRC	COPLOGIC
Staffing	Work Load	- 4 Temp. Sworn Members - 3 CSPs	- 1 Sworn Member - 1 CSP Cross-Training	- 1 Sworn Member (rotating)	- 3 Sworn Members - 3 CSPs - Temp./Accom.	- 1 Sworn Member
	Analysis	1,950 MVCs (11.25 months)	109 CFS	257 assignments	1,776 calls (10.75 months)	864 received, 200 follow-ups required (11.25 months)
Opportunity	Analysis	<ul style="list-style-type: none"> • CRC plays a critical role in ensuring the timely completion of MVC reports. 	<ul style="list-style-type: none"> • The PCRC Fraud function completed approx. 25% of all 2015 Fraud CFS. • Further analysis should compare the number of cases completed by CID Fraud (2 members) to assess the value, productivity, and potential process improvements for PCRC Fraud investigations 	<ul style="list-style-type: none"> • Tow Book Coordinator serves an important role but experiences low daily assignment volume • Confirmation of time requirement for additional responsibilities may be required to confirm full value is being realized from this position 	<ul style="list-style-type: none"> • Currently addressing 3% of all CFS, and 16% of all P5-6 CFS, with less than productivity less than 2 CFS per day per Sworn member. • Opportunities may exist to provide more calls to PCRC or to expand the productive capacity of PCRC to handle additional CFS. 	<ul style="list-style-type: none"> • Potential opportunity to assign greater role to PCRC personnel in completing COPLOGIC files. • Additional opportunity to assess the cause of a significant annual reduction in COPLOGIC reports filed.
	Opportunity	<ul style="list-style-type: none"> • Process improvement opportunities may exist as 97% of collision reports require rework and 25% must go back to the officer. 				

KPMG agrees with the key opportunities identified in "An Evaluation of the Alternative Response Unit from a Calls For Service Perspective" (2016), many of which are reflected above.

Governance and Structure

Leading Practice

- A well-developed organizational structure is much more than an organizational chart with reporting relationships. It should entail how/what decisions are made by whom and with what degree of authority. It should also describe how the organization works, e.g., how units link with one another through communication and collaboration mechanisms (e.g., governance and accountability framework).
- Management theory notes that an organization with empowered employees, larger spans of control and flatter organizational structures may be indicators of greater efficiency and effectiveness. Critical to success of these organizations, however, is the grouping of like-functions and effective lines of communications between groups.
- Specific to the Criminal Investigations recommendations, in 2008 the Ontario Provincial Police reduced the number of specialized units in the force and reorganized the Investigations and Organized Crime Command into a regional model which increased responsiveness to specific community demands.
- There has been a growing trend to co-locate intelligence and analytical resources to more easily coordinate and disseminate information, as well as inform real-time tasking to officers and deploy resources to best meet demand. Many police services around the world, including Greater Manchester Police (GMP), Los Angeles Police Department, Police Scotland, and others, have established their own form of "intelligence & tasking hubs" as a way to better enable the flexible and targeted deployment of officers. This has resulted in significant crime reduction. In the case of the New Zealand Police, the Service established Direct Command centres for 24/7 deployment decision-making, which includes the use of Real-Time Intelligence Operations Deployment and a web-based system to support all command and control operation. The data and intelligence includes tasking and coordination functions focusing efforts on victim/offender/location/time hotspot data, drivers of crime and optimized use of resources. The intelligence and tasking hubs in GMP Police collate information to create a coherent intelligence picture and allow real-time tasking of resources against threat and risk.

Potential Impact & Anticipated Benefits

Efficiency: Realigning the span of control by taking into account the needs and circumstances of teams may offer opportunities to streamline workloads and improve efficiency and effectiveness.

Effectiveness: Improved communication and coordination from management and supervisory teams may help to increase decision-making effectiveness and provide further role clarity.

Economy: Increased information sharing, enhanced collaboration and strengthened cross-functional abilities may help to improve the dissemination of intelligence and prevent duplication in policing and intelligence and prevent duplication in policing and investigative efforts.

Governance and Structure

Implementation Considerations

Key Challenges & Barriers	Impacted Areas	Key Next Steps
<ul style="list-style-type: none"> • Possible resistance to change from those who are uninterested in additional communications and collaboration processes. • HR / Collective Bargaining implications associated with structure, particularly with potential role and responsibilities, changes. • Detailed implementation plan and change management strategy will be required to effectively facilitate organizational structure changes within the department. • Potential minor loss in resource flexibility within PCRC due to the introduction Platoon Support Officers who formerly were assigned to the PCRC in an accommodated duty capacity. 	<ul style="list-style-type: none"> • Criminal Investigations • Patrol Division • PCRC 	<ul style="list-style-type: none"> ▪ Senior leadership to identify common managerial and decision-making responsibilities that could be addressed by further empowering and encouraging managerial members/ supervisors (with appropriate reporting mechanisms), to assume a more active decision making role. ▪ Senior Leadership and Unit Leaders to submit feedback on slight organizational structure re-alignment, opportunities to streamline reporting, and operational considerations.

Intelligence-led Demand Management

The following represent opportunities for the GSPS' consideration along the call response continuum to reduce demand and enhance the Service's existing capacity to respond to the needs of Sudbury's communities. These include a more robust, risk-based call-intake process, improved use of intelligence to direct patrol activities, alternative methods of call response, and the introduction of new policies and procedures to manage the call queue.

Opportunity and Implication

Communications Centre

1. Build upon existing call assessment/triage process by embedding a more risk-based approach to call evaluation, prioritization, and dispatch. A risk-based approach would be applied to non-emergency calls to add an additional level of scrutiny to direct the call to the most appropriate level of response. Factors that may comprise this risk assessment decision framework may include:
 - Call Type (e.g., aggravating factors, priority, etc.)
 - Person (e.g., age, health, repeat victim or offender, etc.)
 - Strategic Alignment (e.g., GSPS Programs, Community Impact, etc.)
 - Location: Repeat location, time of occurrence, etc.)
2. Establish a policy in conjunction with this refined call assessment process to enable and empower call-takers to effectively use this approach with the appropriate oversight, including amending the current computer system to enable down-grading of calls, as appropriate.
3. Revisit the new GSPS-designed Communications Centre training program to build upon its success by, if not already included therein, embedding the above risk-based approach, including the development of tabletop exercises, policies, and procedures. Embed this element of call quality – approach, accuracy, and consistency of risk-based assessment – into the performance management of call-takers, in addition to existing metrics of call quality.
4. Evaluate GSPS' recent implementation of a dedicated Civilian Communications Centre Manager. Establish the above service level standard and consistency of call assessment and dispatch practices across shifts. Review call management practices and dispatcher functions to ensure consistency.

Observation and Evidence

Communications Centre

- Inconsistency in call management practices across shifts evidenced by a higher to lower call queue shift-to-shift.
- Current system configuration, as well as GSPS policy, does not enable call-takers to downgrade a call based on appropriate risk assessment.
- Overall, call-takers are not empowered and lack the necessary oversight to think critically or risk-based to better manage the call dispatch rate.
- Current call triage practice indicates a level of risk assessment is undertaken as not all calls received are dispatched. For instance, approximately 96% of Priority 1 calls were dispatched, compared with 70% of Priority 2 and 3 calls, 60% of Priority 4, and 14% and 40% for Priorities 5 and 6, respectively from January to November 2015. Priority 3 calls represent the highest overall percentage of dispatched calls at 49% of all dispatched calls for service in the same time period. This represents further opportunity for more critical risk assessment at the time of call intake, coupled with additional avenues of alternative response to best serve the public and appropriately allocate officer time.
- Overall, the organization operates on a “no call too small” basis as a result of both historical practice and the operational style of previous leadership. This approach may have been more manageable and effective in the past, but with current fiscal pressures and operational demands on the Service, this practice is no longer sustainable for the organization. There is also external drivers on expectations for response from both the public and elected officials.

Intelligence-led Demand Management

Opportunity and Implication

Patrol Response to Calls for Service

1. Enhanced use of Data Analytics to inform Operations: Better leverage crime analyst to compile and disseminate daily reports to patrol based on crime mapping, trends, and intelligence. This report should be shared at the parade of each shift so that resources are deployed to priority areas based on demand. See the section on **Resource Management** for more information. With efficiencies in officer time gained through alternative response of lower priority calls, officers can be where they are needed most and reallocated to priority areas within the service, such as proactive duties with the Community Response Unit.
 - Support CID demand management and officer proactivity by embedding the practice of an Investigatory briefing at the outset of each patrol shift. The purpose is to raise officer awareness of ongoing investigations, and encourage (if not specifically task) patrol officers to gather intelligence, where needed. The collection and systemized reporting back of intelligence should then become embedded in the performance expectations and metrics for patrol officers to improve the efficiency of investigations and intelligence-led policing of the Service. Leverage the intelligence-analyst to support this process.*

*Note: At this time this report was finalized, the GSPS has taken steps in this direction. The Service's Crime Analyst reportedly prepares weekly crime reports that are disseminated to officers.

Observation and Evidence

Patrol Response to Calls for Service

- Officers often respond to calls outside their zone, as evidenced by GSPS data which cannot, with certainty, align calls for service workload to shifts based on current approach to call response.
- Crime analysis is undertaken but not systematically disseminated to patrol to map crime and priority areas to direct patrol activities. This is, in part, attributable to the fact that the GSPS hired a new Crime Analyst at the end of 2015, but also in part because it has not been a systemized, embedded practice across the organization which would be enabled by enhanced use and collection of data.*
- GSPS currently leverages forms of alternative response, including online reporting, Collision Reporting Centre, the use of Community Safety Personal/civilians in a dedicated Police Community Response Centre, Gains are also being made through partnerships with the Ministry of Natural Resources and Forestry and City By-Law Enforcement in managing nuisance bears; however, this could be further leveraged and systemized to maximize value for both the public and the use of officer time.

Partnerships

- GSPS currently plays an integral leadership role in the Community Mobilization Sudbury (CMS) (Rapid Mobilization Table) in Sudbury designed to work with key partners and leverage these resources to better serve community residents, decrease risk, and prevent negative outcomes. It is well-regarded both internally by the Service, but also by peer police organizations in Ontario and in other parts of Canada. With its focus more case-by-case based on repeat calls for service for at-risk individuals (to harm themselves or others), CMS has enjoyed success to date. There may be opportunity to build on this success by more systematically tracking and analyzing the trends across these cases to identify patterns in common root causes to inform strategic crime prevention and proactive community safety planning with partners in future.

Intelligence-led Demand Management

Opportunity and Implication

Patrol Response to Calls for Service (continued)

2. **Alternative Response Options:** Building on results from GSPS's recent Calls for Service Study, undertake detailed analysis of calls identified for potential alternative response to determine the most appropriate avenue of response (e.g., delegation to partners, increase online reporting, appointment or call-back system, etc.). Once identified, GSPS can begin partner and stakeholder outreach to support and enable the transition to a new call response process for these call types.
 - This includes the continued leveraging of the Police Community Response Centre to manage call types within their mandate and a potentially expanded mandate based on the above analysis to determine additional call types for alternative response. This shift should be supported by a revisited and clearly defined mandate and training. See the **Governance and Structure** section for additional information about the PCRC.
3. **Call Queue Service Level Standards:** While a shift in GSPS' response to current demand will support the reduction of the call queue, as will more consistent risk-based assessment practices in the Communications Centre, the Service should also design and embed service level standards and policies specific to the call queue to help maintain the queue at a zero to manageable level shift-to-shift. This might include implementing a one-time call-back system for any queued calls, including a differentiation between in-person versus via telephone based on the level of risk associated with the call.

Partnership

4. **Continuation of the affiliation with Community Mobilization Sudbury:** The CMS is one of the most sophisticated community partnership tables in Canada and, in KPMG's experience with other peer police organizations in Canada, CMS is thought to be mature and one to be aspired to. This represents an opportunity for the GSPS to continue to understand and build upon this success, particularly in the area of identifying and tracking **trends or patterns** across the individual cases brought to the table (e.g., demographic, location, circumstances, etc.). Trends can be further utilized to proactively deploy the right resources and methods to mitigate risk and prevent negative outcomes.

Intelligence-led Demand Management

Opportunity and Implication

5. **Mental Health Calls:** Since introducing a new Community Crisis Model in 2012/2013 for responding to mental health-related calls for service, as of March 2014 the time officers were required to spend in Emergency Departments for patient transfer had declined by 18%. Relatedly, after one year of implementation, the number of police *Mental Health Act (MHA)* apprehensions had reduced by 21%. This reflects that, together with Mobile Crisis and community partners, those struggling with mental health were getting the right help by the right resource more often and consistently. The Community Crisis Model is part of the “Made in Sudbury Model”, a provincially-recognized strategy developed by the GSPS in partnership with Health Sciences North and Canadian Mental Health that has impacted the total number of mental health-related calls in the region, as well as the level of police response.

Building on the success realized to date through the “Made in Sudbury Model” the GSPS should consider a continued improvement to the process for mental health patient transfer at the Emergency Department (ED) to enable officers to get back on the road and responding to calls for service where their skills are needed most. A new process may involve the transfer of the patient to hospital security at the door for those mental calls end up with an officer at the ED, to minimize officer time but also ensure the safe and protected transfer and ongoing monitoring of the patient once on site. This has been implemented in other jurisdictions, such as at a pilot hospital in Toronto, with growing success.

Observation and Evidence

Mental Health Calls:

- To give an appreciation of the potential efficiencies to be gained, we have undertaken a conservative estimate of potential mental health-related calls dispatched by the GSPS from January to November 2015. If five per cent (182) of dispatched mental health-related calls within the sample call type¹ were a Mental Health Apprehension (MHA) and required officer transfer and attendance at a hospital for approximately a 2.5 hour wait time, this would equate to a minimum of 455 person hours annually, or 45.5 person hours per month. When multiplying this by two officers, this equates to 910 person hours annually, or 91 person hours per month, that could otherwise be focused on crime prevention, proactive policing, or other calls for service.

¹Note: The percentage from which these figures were derived were from all Mental Health, Disturbance, Unwanted, Person Welfare, and Suspicious Person call types and calls received from January to November 2015, totaling 3,634. The figures represent the assumption that 5-10% of these calls may have required an officer to attend a hospital with the subject and supervise for a period of on average 2.5 hours. These call types were selected for this sample based on insights gained from the GSPS Steering Committee as to which call types typically capture or involve a mental health component.

Intelligence-led Demand Management

Opportunity and Implication

6. Nuisance Bears remains an ongoing issue for the Service. GSPS should continue to work with City and Ministry of Natural Resources and Forestry to address nuisance bears through ongoing sharing of information, community education and examination of by-laws around garbage handling

Observation and Evidence

Month	Bear CFS	Dispatched
January	2	1
February	0	0
March	4	3
April	13	10
May	65	34
June	108	62
July	462	180
August	753	204
September	314	72
October	89	24
November	17	7
December	5	3
Total	1832	600

Source: 2015 CAD Data Dispatched Animal Calls (Officers Sent by Month)

Intelligence-led Demand Management

Leading Practice

Communications Centre

- Cambridgeshire Stakeholder Working Group: Amended individual stakeholder risk assessment processes, to create a common tipping point for upgrading a case from 'Medium' to 'High', case from 'Medium' to 'High'.
- Metropolitan Police Service: Due to high incident volumes, call handlers conduct an initial screening for victim vulnerability, based on a drop-down menu on the system. A more detailed risk assessment is then undertaken by the investigating officer. High-risk cases are flagged for immediate attention. Vulnerable and repeat victims' cases are then mandatory items at daily tasking meetings in the four trial boroughs.
- West Mercia Police: The call-handling risk assessment protocol has been disseminated to other areas of the Service that can serve as first-point-of-contact for an individual with the police. The front-counter staff have also been trained in risk assessment, to deal with victims who walk in off the street to report anti-social behaviour.

Patrol Response to Calls for Service

- New Zealand Police: Implemented a dedicated Crime Reporting Line so that victims of crime have an accessible and efficient single point of contact to report historical and non-emergency crime via telephone rather than having to visit a police station in person. This resulted in: the handling of approximately 500,000 calls per year, the reduction of call-handling times from 18 minutes to 10 minutes; a more streamlined call-taking and information management process; the enabling frontline staff to be deployed more effectively to follow up on incident with strong leads or evidence; and is expected to generate 73,000 hours per year for reinvestment into prevention-focused policing.
- Greater Manchester Police: Reduced inefficiencies and improved resource deployment through greater demand management in the communications centre, resulting in a 40% diversion of all calls through use of alternate response methods.
- Peel Regional Police: Undertook an efficiency review, making a number of recommendations, which were reported to be positively received by membership and executives. These included implementing an online public reporting system for minor crimes to reduce patrol workload, such as shop thefts, chronic missing persons, minor mischief, lost property, and theft from vehicles.
- Ottawa Police Service: The DPS is currently reviewing all Priority 4 to Priority 7 level calls for service. Results so far indicate that 60% could be diverted to alternative call resolution options. Further, all calls are cleared by the end of an officer's shift based on priority the same is practiced at North Bay Police Service, the latter based on a 12-hour shift.

Intelligence-led Demand Management

Leading Practice

Alternative Response

- The City Auditor of the City of San Jose recommended to the San Jose PD that its police service consider civilianizing some investigative duties and cold case investigations. A similar model is currently utilized in Norfolk, UK.
- San Francisco Police hired 12 to 16 civilians to focus on property crimes, freeing up uniformed officers for other critical crimes, resulting in savings of up to \$40,000 per person.

Partnership

- Toronto Police Service: The Toronto Police (TPS) worked with the Head of Emergency at St. Joseph's Health Centre to arrange for hospital security to meet any mental health component to facilitate the quick and safe transfer of the patient. Similarly, the TPS established Mobile Crisis Intervention Teams (MCIT) participating hospitals and the TPS, partnering a mental-health nurse and a specially trained police officer to respond to 9-1-1 emergency and police health crisis and connects the person in crisis with appropriate services.
- Kingston Police Force: The jurisdictional review revealed that KPF has started to give police radios to City Bylaw Officers to enhance their ability to respond channels.
- Phoenix Police Department: Reviewed its services and developed recommendations to better manage demand, including partnering with external agencies, outstanding warrants; matching resources and workload to service demand; online reporting; and privatization for polygraph examinations, and website

Intelligence-led Demand Management

Potential Impact & Anticipated Benefits

Efficiency: Through the better use of information to more intelligently deploy resources, the GSPS will have increased capacity to respond to calls for service in a more timely manner to better meet the demand from the public and partners, while also reducing the call queue.

Effectiveness: By leveraging intelligence to deploy resources and enhanced working partnerships, GSPS's flexibility to more effectively get the right resources, in right place at the right time is enhanced to delivery high-quality services to the citizens of Sudbury.

Economy: Better use of intelligence to deploy resources will improve leadership's line of sight to the amount of officer time, and therefore dollars, utilized for sworn and non-sworn activities to more effectively assess, on a case-by-case basis, the value of an officer delivering a service versus an alternative source and therefore make operational decisions accordingly.

Implementation Considerations

Key Challenges & Barriers	Impacted Areas	Key Next Steps
<ul style="list-style-type: none"> Renewed approach to call in-take process will require business and significant training upfront, and with it appropriate resource development of training, oversight, and monitoring Executive commitment and sustained engagement throughout Community education, awareness and buy-in to refined GSPS response throughout entirety of transition process. Patrol and Communications Centre supervisor buy-in and call response process is practiced. Close and timely working with, and management of, partners to new process and refine on a basis of continuous improvement, Cultural appetite to respond to calls differently. Political response to a change in call response process to the officials. 	<ul style="list-style-type: none"> Patrol, Centre, Crime CID, Police Community Response Unit, Community Sudbury 	<ul style="list-style-type: none"> Conduct detailed alternative response option design of service that can be responded to differently (e.g., alternative response by GSPS, Status Quo, or No Develop key messaging and communications plan for government officials, and internal stakeholders who will changes Develop stakeholder engagement plan outlining how to the community, partners, government officials, and (integrated with above Communications Plan) Continue to monitor Communications Centre introduction of the dedicated full-time Manager therein, a baseline pre- and post-implementation of a more risk-call assessment and dispatch.

Resource Management

The management of people and non-people resources should ensure that the “right resource, equipment and people are in the right places at the right times”. Given its medium size, GSPS is well-positioned to more effectively manage its resources through a strengthened approach at the organizational level.

Opportunity and Implication

Personnel

1. Utilize abstraction management to target an increase in total patrol officer on shifts. The objective should be to provide greater capacity to the frontline and a medium-term opportunity for resource re-allocation. Consider the abstraction approach that was taken when the twelve hour shift review was undertaken. Suggest to repeat this exercise now that the new schedule is in place.
 - As detailed on the following pages, KPMG recommends the implementation of additional protocols to control, monitor and measure leaves and absences across the organization, notwithstanding much of the leave time is collectively bargained.
 - Improved line of sight to sick leave, time off in lieu, training, and vacation may require standardized measures, improved data collection, and a common understanding among leadership of what constitutes acceptable levels of abstraction.
2. Enable quantitative measurement of workload of Investigative Services officers, the Tactical Unit, as well as the administrative-specific workload for Supervisors (Sergeant and above) to identify opportunities for process improvement, resource maximization and to assess the current perception of onerous administrative processes. This could be done immediately through a targeted pilot to gain a better understanding of the degree of impact and opportunity in this area. It will also help to identify what areas of Investigative Services could potentially redeploy any number of resources back to patrol.
 - Improved capture of quantity and type of reporting by positions with associated administrative workload estimates will allow for strategic considerations of administrative personnel placement and/or process redesign.

Steps to take in understanding workload:

1. **Identify and gather relevant workload data inputs**
2. Analyze information gathered to understand trends and set standard/baseline performance level expectation across different units
3. Evaluate workload balance across units based on these baselines.
4. Develop performance metrics to continuously monitor and track workload across units and officers to make informed decisions on individual performance and opportunities for potential reallocation of resources to better enable operations.

Workload Data Inputs for Consideration

- Complexity (variables/inputs to consider)
 - Incident/case type
 - Legislative requirements
 - Touch Points (e.g., internal and external)
 - Risk level
 - Priority level
 - Crown requirements, where applicable
- Time to Complete (Open to Close)
- Active time sent on case (re: level of effort)

Resource Management

Opportunity and Implication

Personnel (continued)

3. With an understanding of the potential impacts from enhanced further demand management practices, communications centre changes, and abstraction rate management, the Service should undertake a review of the current GSPS zone structure and associated deployment model to ensure that officers are positioned in the right places at the right times.
 - Consideration may be given to the elimination of current patrol zones in favour of intelligence and risk-based risk based patrol patterns centered around an urban hub and centrally-located rural hub(s).
 - The current preference to not dispatch officers across assigned zones does not reflect the reality that zones vary in their demand types, quantity and patterns. The impact is that officers are often responding to calls outside of their assigned zone in reaction to trends in demand. This represents an opportunity to revisit the zone structure in favour of a more flexible and proactive approach to deployment in the future based on a refreshed understanding of demand and resource allocation practices the GSPS may elect to undertake.

Observation and Evidence

- For Observation and Evidence notes on Personnel related opportunities please refer to pages 55 – 63 which follow.

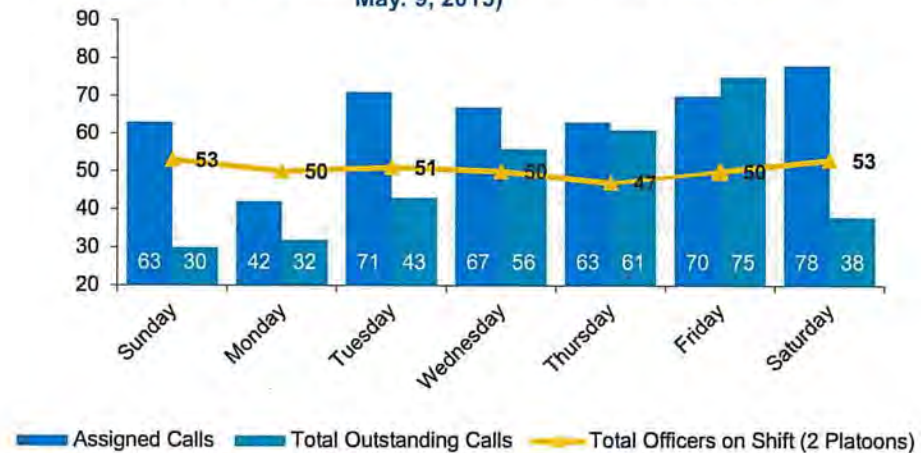
Resource Management

Observation and Evidence (Personnel)

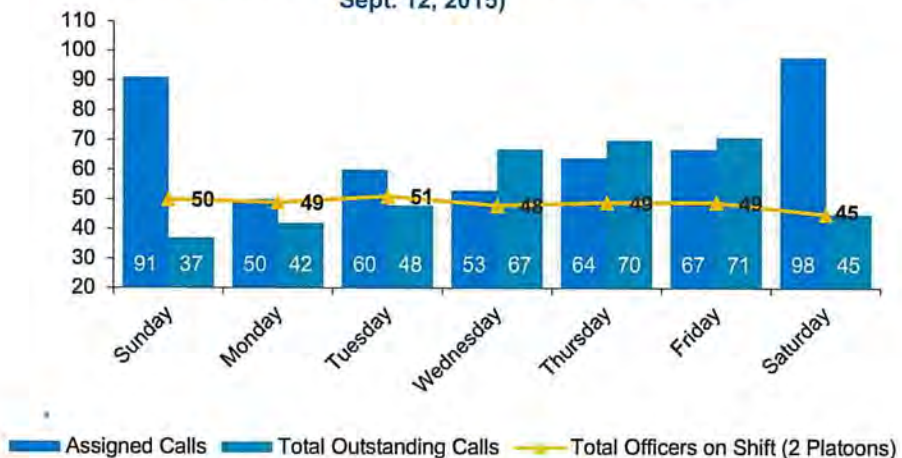
Patrol Supply & Demand

- The graphs presented on this page leverage the available information to provide two samples of time-of-week demands against actual on-shift resourcing. Accounting for abstraction rates, a variance of six officers was seen in the supply during each of the sample periods, ranging from 47 to 53 members during the first period, and 45 to 51 members during the second period.
- Assigned calls and total outstanding calls saw significant variances between days in each of the sample periods.
- This highlights the difficulty and importance of understanding of the connection between supply and demand variables, and of maintaining the flexibility to ensure an adequate number of members are on shift during peak periods.
- Recent changes made by the Service to the shift schedule of several units, such as the move to 12-hour shifts for Patrol and the Communications Centre, demonstrate GSPS' recognition of the need to better align officer shifts to peak demand periods. This includes strategic scheduling to align shift overlap periods with the times of highest call demand.
- Further analysis of time-of-day scheduling against demands and actual on-shift resourcing may still be beneficial. This will help to inform the decision at the Chief's level as to where precisely to adjust the minimum officer on shift levels within the existing shift schedule to better address these demands.

Members on Shift, Dispatched Calls and Call Queue (May. 3 to May. 9, 2015)



Members on Shift, Dispatched Calls and Call Queue (Sept. 7 to Sept. 12, 2015)



Resource Management

Observation and Evidence (Personnel)

Abstraction Rate Management

- The analysis presented on this page shows an abstraction rate among Platoons of approximately 23% in 2015, which represents a decrease from the previous two years.
- While there are many factors and caveats to be considered, there are approximately 4 new CFS received each day per platoon constable, with a total outstanding call queue of 41 CFS.
- In 2013, the Service undertook a comprehensive staffing and workload analysis of the Patrol Division in order to determine the potential for improvements to the work schedule. The average number of calls per constable represents analysis provided by GSPS for the years 2013 and 2014, and approximations based on data provided to KPMG for the year 2015. It is acknowledged that patrol constables experience additional demands that are not captured by new calls received.
- The low number of new calls per constable demonstrates the importance of reviewing patrol activity with respect to prioritization, the deployment of resources, as well as performance expectations and oversight.

Supply and Demand Analysis		2013*	2014*	2015**
Supply	Average Platoon Strength	24 (Two 10 hour and one 8 hour shift)	33 (12 hour shifts)	33 (12 hour shifts)
	Average Abstraction	6.2 (26%)	9.4 (28%)	6.6 (23%)
	Average Patrol Constables per Shift	12.2	17.3	19.8 (approx.)
	Average Constables per Day	36.5	34.5	39.6 (approx.)
Demand	New Calls per Day	162	130	160 (approx.)
	Average New Calls per Constable	4.4	3.8	4.0 (approx.)
	Average Calls Outstanding per day (call queue)	64	37.2	41 (Jun – Sep.)

*Source: GSPS-provided analysis from **Strategic Direction**

**Source: KPMG analysis of Platoon Roster Statistics

Resource Management

Observation and Evidence (Personnel)

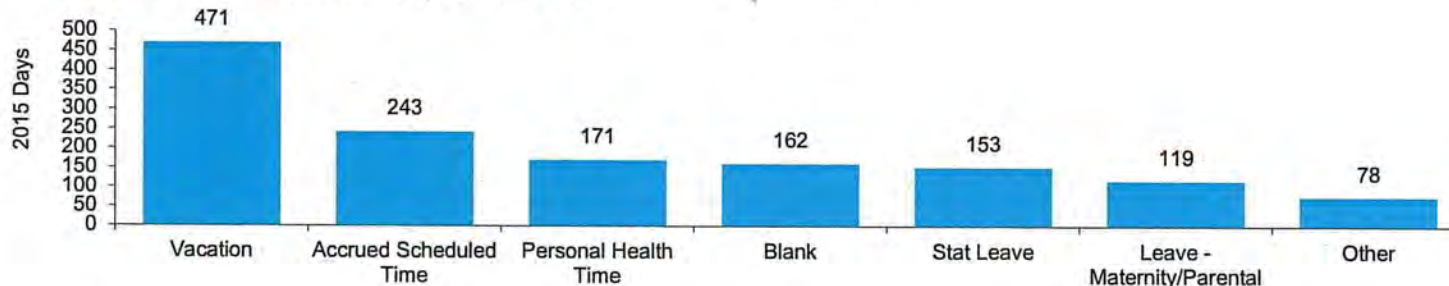
Abstraction Rate Management (continued)

- Abstraction rates showed a minor variance between platoons in 2015, though the average members per shift ranged from 24.7 to 26.4.
- A sample of Platoon "A" abstraction data in 2015 showed that 34% of total abstraction days were due to vacation, 17% were accrued time, and 12% were personal health days.
- On this topic during consultations, interviews suggested that the use of benefits and time off may be impacting the efficiency and effectiveness of frontline policing services, though it is recognized that sick leave and vacation time are collectively bargained benefits for GSPS employees.

2015 Abstraction by Platoon

	Platoon A	Platoon B	Platoon C	Platoon D
Average Platoon Strength	33.7	32.7	33.2	31.1
Average Abstraction / Shift	22%	24%	24%	22%
Average Members / Shift	26.3	24.7	25.6	24.7

Platoon "A" Total Abstraction Days by Type, 2015



Blank fields indicate that no time code was provided and no start or end shift time was recorded.

Other fields include bereavement, awarded time, WSIB, paid duty, overtime and training.

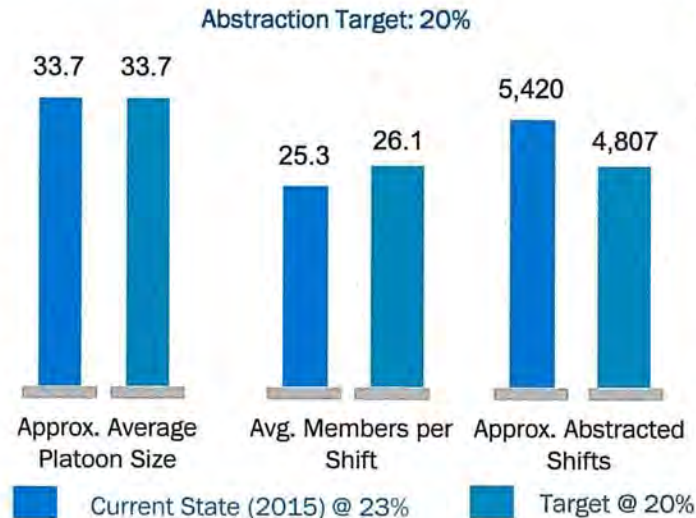
Source: KPMG analysis of Platoon Roster Statistics

Resource Management

Observation and Evidence (Personnel)

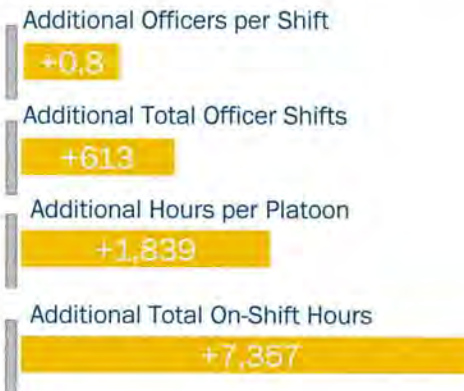
Abstraction Rate Management (continued)

- As shown here, an abstraction rate of 20% would yield up to an additional 613 officer shifts over actual 2015 figures.
- These numbers are preliminary and subject to further confirmation, though it remains clear that even small adjustments to total abstraction rate can provide a significant impact on officer availability.



Potential Results

Reducing the abstraction rate to 20% may yield the following gains:



How do we get there?

- Control:** Enhance and systemized controls around vacation request and sick/disability leave.
- Monitor:** Centralized resource management database to provide supervisors with a total view of available resources, as well as trends in Officers' attendance.
- Correct:** Establish clear corrective actions if abuses occur and support options for those trending above the average levels of leave.
- Reward:** Consideration of incentives to reward employees for high attendance rate (subject to CBA rules).
- Broaden:** Organizational level perspective of resource utilization, rather than solely platoon-level, is necessary to provide broader insight into resource allocation and management opportunities.

Resource Management

Observation and Evidence (Personnel)

Caseload Estimates by Unit

Presented on this page are the results of an analysis of reports provided for a sample of members within 8 teams/units in GSPS. This includes reports submitted by the dispatched officer, assisting officer, and "witness".

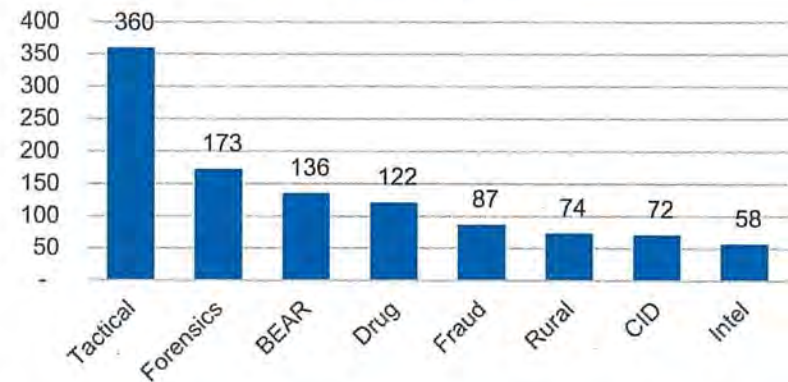
As anticipated, reports within the Fraud group showed the longest average days to close and the fewest blank reports submitted.

On a per member basis, the tactical team is involved in the highest number of incidents per team member, though over half appear to be blank with no report being submitted post incident. This points to a potential need for further investigation to determine opportunities to mitigate any reporting inaccuracies.

Five offence types: police information, drug offences, break/enter, community services, and assault comprise 36% of all report types.

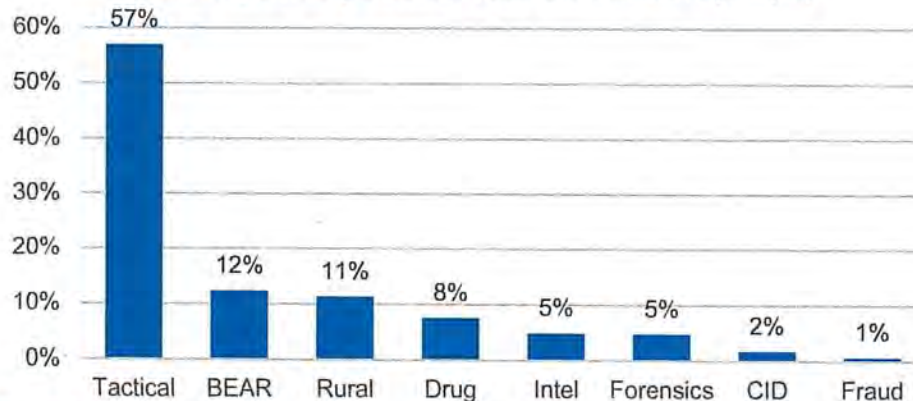
Though this type of analysis provides a high level indication of the volume of work performed by each group, it should not be used to evaluate total workloads. This information does not reflect the level of effort required for, or complexity of, each report type.

Annual Incidents per Member

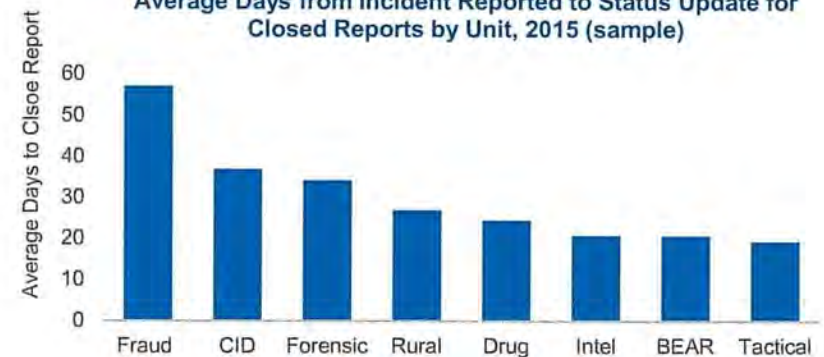


Note: Over half of the incidents involving the tactical team have no report submitted post incident.

Blank Reports as per cent of Total Incidents, 2015 (sample)



Average Days from Incident Reported to Status Update for Closed Reports by Unit, 2015 (sample)



Resource Management

Observation and Evidence (Personnel)

Preliminary Workload Analysis

Using the data referenced on the preceding page, the chart on this page contrasts the average days required from incident date to the last status update which showed a complete report within each investigative team. There is, however, currently no practical mechanism to determine and report on the inputs and actual duration of an investigation.

As noted, however, this data does not provide an understanding of the level of effort required, or the process efficiencies/inefficiencies within each investigation. In the absence of such managerial data, a strong role must be played by supervisors to monitor caseload, assess performance of investigators, and evaluate the effectiveness shift schedules.

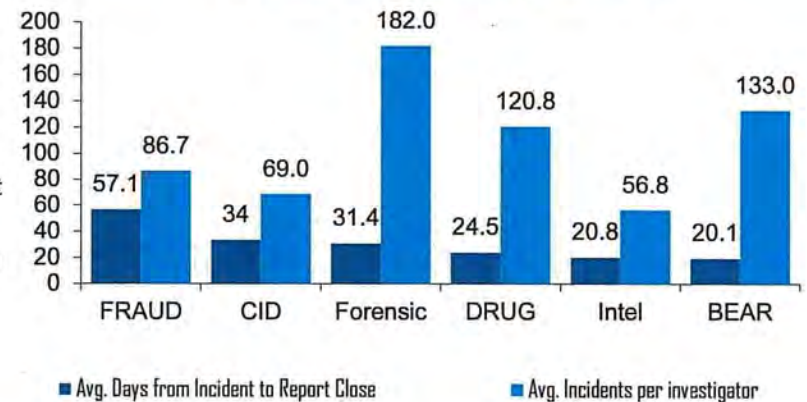
A consolidation of all or some of the investigative functions may help to streamline this managerial responsibility and provide line of sight to the caseload and operations of each team on a consistent daily basis, enabling common reporting and performance assessment practices.

The top incident types associated within each investigative team are provided in the tables below.

This data shows that the primary incident types for each team typically align with their mandate. There are, however, numerous commonalities in incident and report types between these teams.

This presents an opportunity to consider a consolidated Unit structure that utilizes specialized resources only when required, and effectively leverages the capacity of all other investigators as available.

Average Days from Incident to Final Status Update and Number of Cases per Investigator, 2015 Sample



Top Three Common Incident Types by Investigative Unit (Sample, 2015)

Team	Incident Type	Avg. Annual Number per Investigator
CID	Sexual Assault	22
	Assault	7
	Police assistance	6
DRUG	Drug offences	56
	Police information	23
	Warrants	7
BEAR	Police information	18
	B-E bus/res/oth	19
	Robbery	12

Team	Incident Type	Avg. Annual Number per Investigator
Fraud	Fraud	36
	Community services	13
	Theft	7
Intel	Police information	13
	Drug offences	12
	Warrants	5
Forensic	B-E bus/res/oth	39
	Sudden death	37
	Assault	14

Resource Management

Observation and Evidence (Personnel)

Investigator Demand Analysis

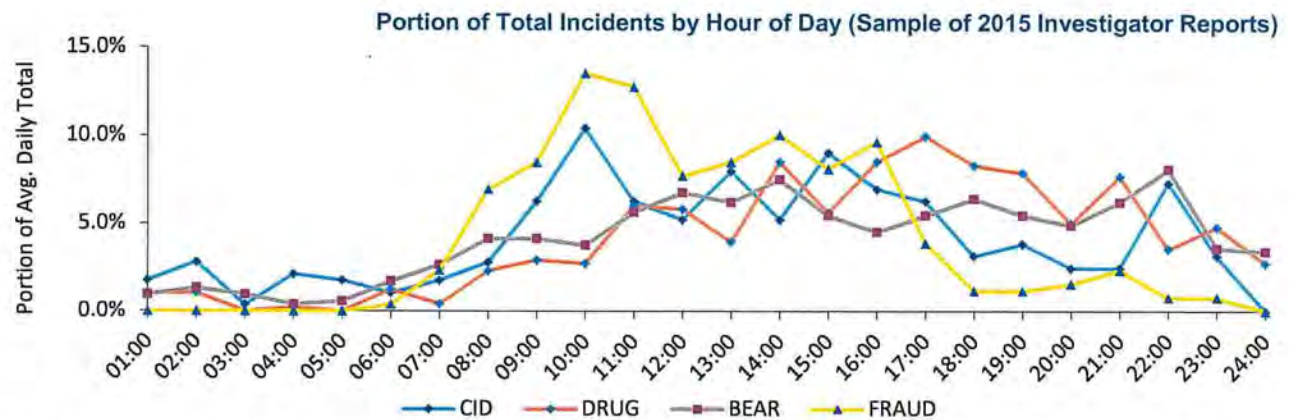
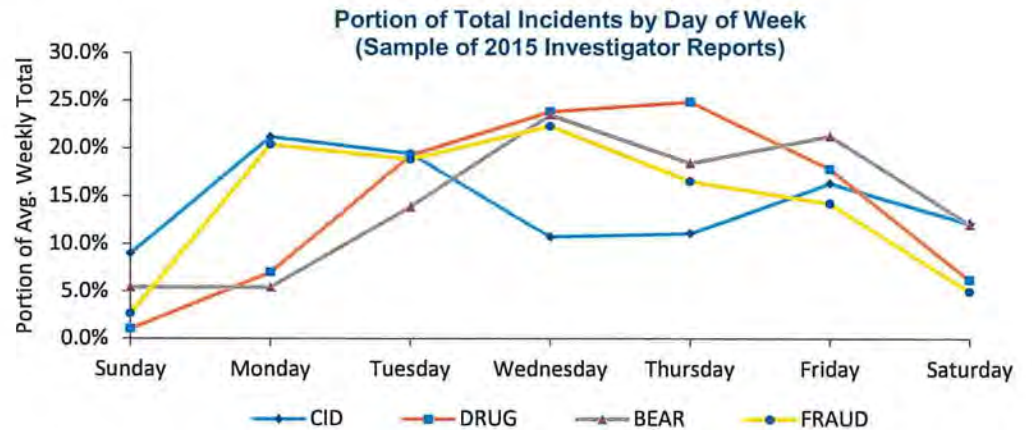
The data presented here reflects the time and date of recorded incidents connected to filed reports. The majority are between 09:00 and 22:00, Monday to Friday. This aligns with, but may be a result of, the current "Days" and "Afternoons" shift schedules which provide limited weekend coverage.

Data limitations present difficulties in determining the response and extent of the initial investigation performed by Uniform Patrol prior to transferring the case to Investigations (for some case types).

Peak periods for incident times vary among the investigative teams, but this does not reflect the timing of effort or workload for the respective case or file.

Although additional data is required to more effectively match actual demands to shift patterns, there may be an opportunity to examine the workload characteristics within the current schedules between each investigative team.

A consolidated investigative unit structure may assist in providing maximum coverage for all case and incident types throughout the day. Additionally, this may limit scheduling complexities by reducing the number of teams to be separately considered.



Resource Management

Observation and Evidence (Personnel)

Comparison of CID Schedules across Three Comparators

The below table provides a snapshot of the various CID shift schedules to patrol schedules and calls for service across police organizations (which have been anonymized here) in Ontario.

While additional analysis on workload should be considered as part of this comparison, at this level preliminary insights to consider are as follows:

- No immediate or direct correlation between CFS and CID schedules. The fact that follow-up and interaction with the public on overnight shifts may be a challenge for CID may be a factor to consider here.
- CID shift schedule and duration appears to be influenced, in part by the culture of the organization, and in part by the demand (although not quantified here) on CID.
- The structure of each CID varies across the organization (e.g., type and number of units); meaningful analysis in this area rests in understanding the nature of the workload (cases) of the respective units.

Elements	GSPS	Organization A	Organization B	Organization C
Organization Complement (Sworn)	264	90+	160+	700+
Total CFS (2014)	~60,000	~48,000	~180,000	~290,000
Patrol Schedule	5-4-4 (4 platoons)	5-4-4 (4 platoons)	2 day / 2 night / 4 off Split shift, as required (with notice) (4 platoons)	35 day shift rotation (one night rotation per rotation, 7 consecutive nights) (5 platoons)
Patrol Shift Duration	12 hrs	12 hrs	12 hours	10 hrs (day/afternoon) 8 hrs (nights)
CID Schedule	5 weekdays and limited weekend operations (Monday to Friday, limited Saturday) (Morning/ Afternoon)	5 days (Monday to Friday) (Morning / Afternoon)	4 days on / 4 days off (Morning/ Afternoon/Split*)	Same as Patrol
CID Shift Duration	10 hrs	10 hrs	10 hrs	Same as Patrol
Other Features			* This service employs a split shift from 5pm to 3am on "as needed" basis informed by fluctuations in demand.	

Resource Management

Observation and Evidence (Personnel)

Additional Insights

- Patrol zones experience varying levels and types of calls for service and frequently require officers to leave their assigned zones to assist in addressing operational needs (quantitative data is limited).
- A consistent theme from staff was that the outstanding call queue length is attributable to the increased demand for CFS and the limited resources available both within the Communications Centre and for Patrol to respond effectively. Data on pages 56 & 57 demonstrate that measures may be taken to free-up resources to provide additional frontline support, in coordination with frontline demand reduction opportunities previously noted in the **Intelligence-led Demand Management** section .
- Interviews revealed that the administrative workload of some Staff Sergeants and Sergeants may be overly time consuming and requires assistance from other GSPS members who may be pulled from their assigned duties . This type of performance and workload data is not currently captured and KPMG is unable to quantitatively assess this perception. It does, however, highlight the importance of understanding officer workloads and strategically assigning support personnel to maximize efficiency and effectiveness, as noted on the previous page.
- **Tactical:** Conversations with comparator organizations revealed that Tactical teams, in particular in organizations similar in size to GSPS, are deployed attached to each platoon, and are expected to respond to CFS alongside patrol officers. This enables the organizations to leverage all frontline resources to respond to CFS demand, while providing the organization with the flexibility to respond to incidents that require tactical team training quickly, as and when needed. One organization has a certain number of officers who are not a fully-certified tactical team, but receive higher levels of training and are deployed across platoons to provide this skill set across the frontline. The Service should further revisit alternative approaches to tactical deployment for potentially greater efficiency of this resource..
- **Communications:** All comparator organizations spoken with as part of this review, and supplemented by KPMG's industry experience in public safety, reflected the trend that police services are increasingly transitioning call/communications centre shifts to align with patrol, as well as match patrol platoons to communication centre "shifts". It is the rapport and relationships built up across the platoons and their aligned communications centre shift that were consistently reported to enable more streamlined and consistent working relationships and processes. At the foundation, as both the Communications Centre and Patrol workload is based on CFS demand, aligning these units is key to effectively managing this demand in real-time and ensuring accurate, consistent and timely response.
 - While the optimal span of control in call centers can vary across industries, according to TruPath Search – a talent attraction and management company - call centers that have span of control numbers between 8:1 and 15:1 tend to be much more efficient than those with higher ratios. For many, this is the ideal ratio that call centers should strive to meet. Centers that go in this direction on average have 5% better agent availability and first call resolution. This goes a long way towards keeping customers satisfied with the service. Many call centers that have lower staffing ratios also report having lower employee absenteeism rates and more competent agents because of the extra attention that all employees receive. With a span of control of 6:1 for each platoon, GSPS has an optimum span of control in its communications centre.

Resource Management

Opportunity and Implication (Non-Personnel)

Non-Personnel

4. Strengthen the organizational understanding of the demand, value and supply of key pieces of equipment through consultations with members and improved non-people resource tracking mechanisms.
5. Ensure appropriate controls and information management practices are in place to maximize the GSPS fleet of vehicles, including an understanding of usage patterns, maintenance down time, fuel consumption, and alignment to CFS types and policing priorities.
6. Continue with the current review of the HQ building and other potentially outdated facilities to ensure that all members operate in a safe and secure environment, and to align future investments with the long-term policing model for Greater Sudbury. Police facilities require immediate attention.
7. Continue to invest in training facilities to ensure the efficient and effective delivery of training.
8. Expand LEL campus to include large item storage as it relates to seized/stolen/recovered property.
9. Continue to examine utility and effectiveness of storefront model of service delivery model in terms of usage and community service.

Observation and Evidence

The membership of the equipment and clothing committee has been refreshed. It is now the main organizational body for determining new/replacement equipment items. Recommendations are forwarded to Executive Command and Chief for final approval.

New P25 radio system now fully functional.

The immobile tracking system was instituted during the period of the review. Resulting data will be examined to determine most effective and efficient use of vehicles in terms of CFS.

Current state of HQ is contributing to inefficiencies in terms of information sharing, customer service, public access, safety and security. A number of areas are significantly overcrowded most notably the Criminal Investigations Division. The Uniform Patrol Division is split between three floors and space allocations are insufficient. Plans for an on-campus expansion will be pursued as a 2017 priority capital project for police.

The condition of the LEL facilities are contributing to health risks because of continual water leakages and findings of mould. These are emerging health risks that reactive and remedial interventions do not adequately address.

Training facilities are inadequate. The Service recently acquired a state of the art simulation training tool which does not have dedicated space to be housed. Classroom bookings are often cancelled in favour of paying customers at the LEL which causes last minute changes and re-location of training activities.

The current storage facility located in an old arena is contaminated with mould and has adversely affected a number of stored items. This location is also not in close proximity to the current Property Storage unit which contributes to long driving time inefficiencies.

The Service has a number of small storefront locations which primarily serve to house volunteers and COPs. An evaluation of this service delivery model should be undertaken to determine its value.

Resource Management

Leading Practice

- Within the National Crime Agency in the United Kingdom, tasking and coordination is controlled by the Task Force/Agency's current resource allocations, and assessed against the strategic plan. This coordinates the law enforcement response and also ensures that operational resources are used to maximum impact. The working relationship between the agency and its Partners is heavily formalized, this is a leading practice derived from other agencies in Europe wherein decisions for tasking activities are informed by the strategies and goals dictated by the taskforce for matters under their mandate (NCA, 2014).
- The FBI has established a Resource Planning Office with the goal of providing a coordinated and efficient use of FBI resources. It serves matters related to strategy and resource management, business process re-engineering, corporate information, policy coordination and security services.
- The Police Chief magazine notes that efforts must be taken to ensure that employees do not abuse sick leave privileges to the detriment of the organization. Proactive measures should include a clear policies ("fair and firm") communicated to all employees. Further, leave should be monitored and early indications of abuse should be flagged for corrective action. (Orrick, Dwayne, "Controlling Abuse of Sick Leave", The Police Chief, vol. 71, no. 3, 2004.)
- In a California municipal police service, investigator shift schedules are not aligned to CFS as it is patrol who always conducts the initial investigation (except for special circumstances, such as officer-involved shootings). Further, the CID recently adjusted their schedules to overlap with Patrol briefings so that intelligence and advice could be shared and tasked.
- International Customer Management Institute (ICMI): As the leading global provider of resources for customer management professional, ICMI is focused on improving the customer experience and increasing efficiencies at every level of the contact center. The effective agent-to-supervisor span of control in contact centers are dependent on tasks, standards and responsibilities of both agents and supervisors. Many centers today have between 8 and 12 staff per supervisor. While some trends are driving span of control up, others are driving it down, such as the following, which should be considered in an operating environment as often complex, sensitive, or high-pressure as policing:
 - *Growing complexity of calls:* Agents are handling interactions that require more human savvy and know-how. The growing complexity of the work tends to inherently require more coaching and feedback.
 - *More monitoring and coaching, more extensively:* Many contact centers are employing more robust monitoring approaches and taking larger samples for coaching and development than in the past. Monitoring, feedback and coaching take a significant amount of time. Take into consideration a shift to a new risk assessment call triage process.
 - *Nature of operating environment:* Complex environments, like policing, can have as few as five staff per supervisor.

ICMI also cautions that call centers are not a one-size-fits all, even within an industry, and can vary be on influences such as the service provided, culture of, or demand, on the organization.

Resource Management

Potential Impact & Anticipated Benefits

Efficiency: Significant potential efficiency impact by leveraging data regarding resource utilization and performance to inform organizational, operational, and resource decision-making

Effectiveness:

- Accountability mechanisms and ongoing monitoring tools for supervisors and unit leaders will guide the management of resources according to targeted metrics, organizational goals, and opportunities for collaboration across the organization.
- Ongoing insight from frontline members through a structured forum will help to prioritize future investments based on the strongest need and most significant value to enhanced effectiveness and efficiency.

Economy:

- Increased value to be unlocked through the ability to maximize the efficiency of resource allocation and the effectiveness of how resources are used.
- Investments in technology such as Radio Frequency Identification (RFID) may assist in managing costs by providing line of sight to equipment inventory levels and locations, as well as equipment usage.

Implementation Considerations

Key Challenges & Barriers	Impacted Areas	Key Next Steps
<ul style="list-style-type: none"> ▪ Buy-in for increased resource management controls may vary between GSPS units and personnel 	<ul style="list-style-type: none"> • All units, with an initial focus on Patrol Operations 	<ul style="list-style-type: none"> ▪ Ensure IT capabilities and capacity is in place to facilitate new processes for collecting and sharing relevant resource information. ▪ Develop and agree on forum, processes, and potential additional support to guide information sharing between GSPS units.

Performance Management

Strengthen and enhance the existing performance management framework through information system investments and leverage to support governance, continually improve effectiveness, efficiency, and productivity, and to increase accountability at the organizational, team and individual levels.

Opportunity and Implication

1. Build information management capacity to enable consistent collection, tracking, and dissemination of performance information for active performance management.
2. Design Performance Indicators that align to the strategy of the organization through a performance management framework. Include output, input, and outcome-based measures (e.g., see following page) In keeping with Business Plan
3. Determine appropriate metrics and approach for measuring public trust, confidence and satisfaction. These metrics can vary based on the organization but, by way of example, can include regular surveys with the public that ask about their confidence and trust levels in the police on a numerical or qualitative (e.g., Low to High) scale. It can also include satisfaction ratings per officer interaction with the public, based on immediate feedback as completed by the community member either online or through the officer's phone to enhance officer accountability and learn about overall officer performance and public satisfaction in real-time.
4. Continue positive employee recognition through the annual Nickel Awards, Chiefs Commendation, Inspector Notes to file, Annual Long Service Recognition events (Members and Volunteers), Police and Community Awards Gala and further embed recognition in daily practice at the unit level. This may help to more clearly link employee contributions to the Nickel Model and strengthen workplace morale (e.g., refer back to Strategy section for information on embedding deployment and performance recognition practice to Nickel Model at outset of shift .This should be done across all areas of the organization to promote consistency, cohesiveness, and better drive success against the GSPS' strategic priorities).

Observation and Evidence

Informational barriers: Data collection challenges have posed barriers to the implementation of a robust performance management framework to measure year-over-year performance of the organization, units, or individuals.

Variance in performance measurement approach: Performance management practices vary in approach and depth across departments, limiting the consistency in which value for money is demonstrated to internal and external stakeholders

Commitment to a stronger evidence base: A strong desire exists to actively track and manage performance to provide evidence and transparency to managerial decisions regarding resource allocation and policing strategies.

Leading Practice

The jurisdictional review revealed agreement among police services that the future of policing will require the application of analytics and performance management tools.

The Waterloo Regional Police Service has introduced robust analytics and performance dashboards to bolster their evidence based decision making abilities.

Additional leading practices find that:

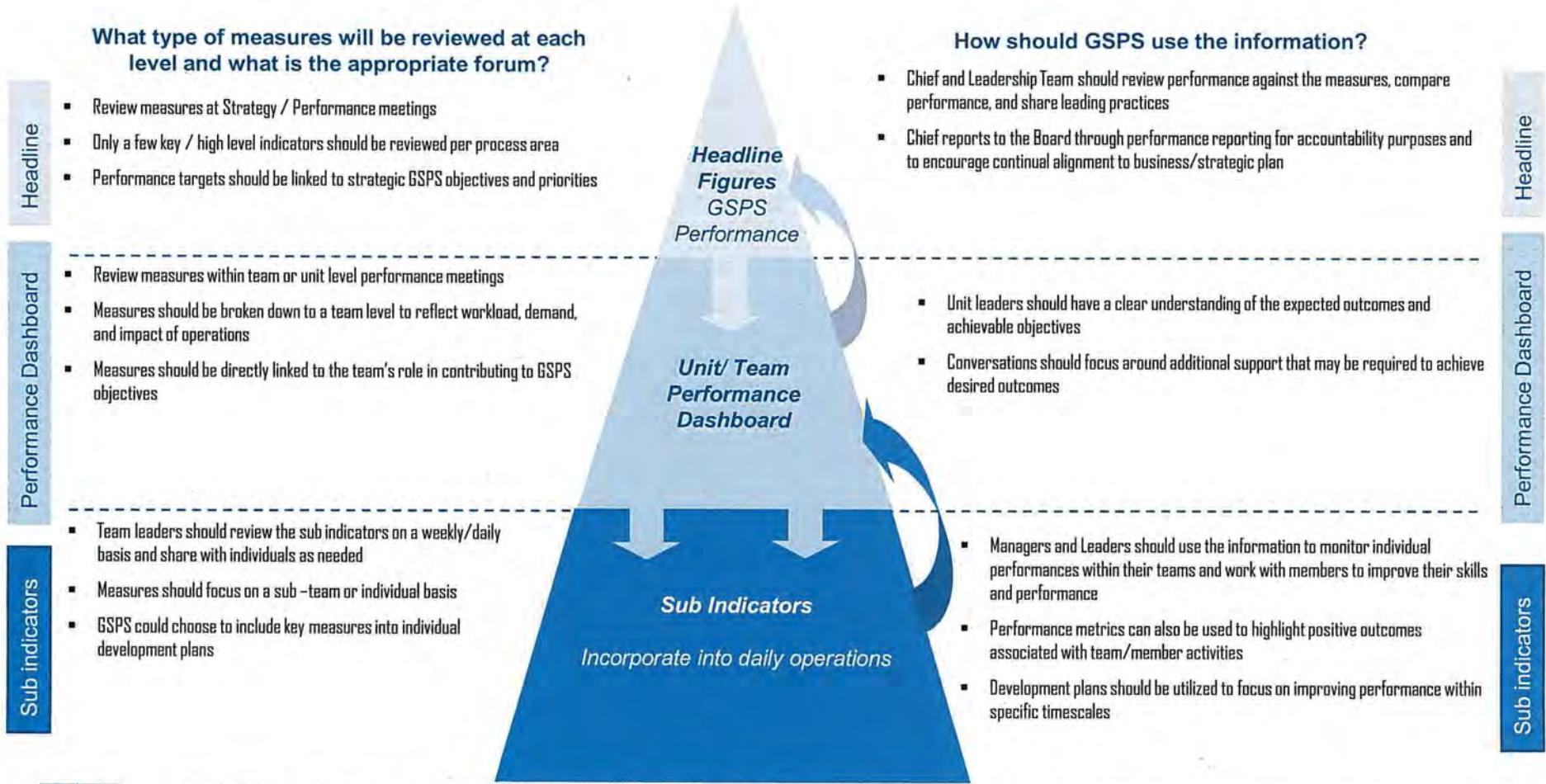
A distinction between outputs and outcomes is necessary, and accountability for performance should exist at multiple levels of the organization.

According to the National Policing Improvement Agency (NPIA), an effective performance management framework for the police assesses individuals on 12 hallmarks spread over three areas; people & relationships, structures and processes, data & analysis.

Performance Management

Building a Performance Management Framework

The diagram below outlines key considerations for the development of a performance management framework that incorporates individual, unit, and organizational-level performance information optimize value provided at all levels of GSPS. Please also refer to **Appendix B** for further details regarding the development of a performance management framework and potential performance measures



Performance Management

Potential Impact & Anticipated Benefits

Efficiency: Increased operational efficiency through complete, consistent and quality data to inform organizational and operational decisions understood at all levels.

Effectiveness:

- Increased alignment between organizational priorities and individual and team performance.
- Better decision-making, follow through and focus on results and outcomes versus inputs, outputs and project-based work.

Economy:

- Improved line of sight for operational and budgetary decision making by having a more complete picture of activities and performance.
- Facilitation of continual improvement through the ability to access information to support business needs.

Implementation Considerations

Key Challenges & Barriers	Impacted Areas	Key Next Steps
<ul style="list-style-type: none"> • Collective Bargaining Agreement • A renewed approach to performance monitoring will require enhanced reporting tools and increased support for team leaders to facilitate this process. • Executive commitment and sustained engagement throughout the process. • Supervisor buy-in and engagement • Staffing limitations – will require additional staffing with performance management and business analytic capability 	<ul style="list-style-type: none"> • All parts of the organization 	<ul style="list-style-type: none"> • GSPS to confirm that sufficient capacity and capability is in place to both set up and monitor a performance measurement system; including necessary training, support, and data/information systems. • Consider retaining additional staff with requisite skills.

Technology and Innovation

Undertake a review of key technology assets to ensure maximum value is being extracted and implement robust oversight measures to guide future IT investments and implementation.

Opportunity and Implication

1. Review existing information technology and information management assets to: assess maturity, ensure full implementation and efficient operations; and to identify potential investment requirements
 - Examples of IT assets to be reviewed include: Automatic License Plate Reader (ALPR) implementation and reporting requirements, iMobile computer system and dash mounted in-car technology reliability and value to officers.
2. Assign strong governance and oversight to future IT investments through the requirement of business cases linked to organizational priorities and demands, and the use of an IT Strategic Innovations Group for medium and large-scale purchases.
 - Examples of IT investment considerations include RFID inventory control, enhanced communications centre call monitoring, advanced crime and resource mapping, and electronic officer notes submission.
3. Monitor the implementation and performance of future IT investments through the use of performance indicators to assess ongoing impact and to identify potential adjustments required to achieve the desired outcomes

Observation and Evidence

- The GSPPS has made efforts in recent years to leverage IT to improve its current processes and service delivery.
- Opportunities remain to further utilize technology to generate process efficiencies, increase accountability and to improve levels of service delivery. For example, during the course of the review it came to light that existing technology, such as the iMobile Computer System and ALPR which are currently being implemented and tested are not leveraged, including unclear reporting requirements or processes, leading to the underutilization of this enabling technology.

Leading Practice

- Police services across Canada are continually forced to balance competing pressures to support both innovative IT projects and ensure the ongoing maintenance of existing critical IT infrastructure.
 - Strong measures and tools are required for leadership to effectively understand and evaluate requests for funds. Formal accountability for implemented projects should be supported by the measurement of project impact and outcomes.
- Strathclyde Police, and other Services in the United Kingdom, assign rigorous controls to monitor nearly all IT investments. This includes the development of in-depth business cases to be presented to the chief constable and the leadership team, followed by a presentation and "challenge session" whereby the Chief Constable presents the case for investment to the police oversight body.

Technology and Innovation

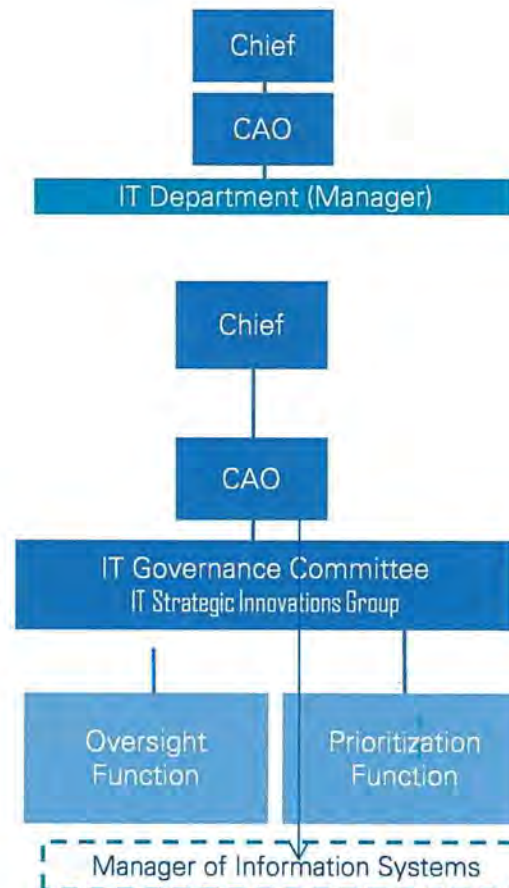
Potential IT Oversight Committee Structure

Current Structure

- The current structure for IT oversight is provided through the chain of accountability from the IT department up to the Chief of Police
- This structure is flexible and may treat each investment and IT project as unique, with varying levels of service-wide feedback and cost-benefit assessment.
- Opportunities were found by the KPMG to develop a more rigorous approach to identifying IT requirements, evaluating IT investment proposals, and overseeing the effective implementation of new or upgraded systems and equipment.

Potential Future Structure

- This potential structure is characterized by a dual-function for an IT Governance Committee to oversee the implementation and functioning of existing investments and prioritize requests and opportunities for additional investment.
- The **Manager of Information Systems** should maintain involvement in priority-setting, but should have a limited role in the oversight function of the Committee (i.e. input on status updates only). The Manager of Information Systems can be appointed from within the existing staff of the IT Department.
- To provide effective oversight and direction it is recommended that the committee is comprised of 3 to 5 members. Potentially including two Inspectors and senior civilian representation (i.e. Manager level).
- It is recognized, however, that a different set of committee representatives may be required to account for time commitments and the need for particular perspectives.



Technology and Innovation

Potential Impact & Anticipated Benefits

Efficiency: Clarity of purpose and objectives for IT should encourage focused, proactive investments and use of resources, thereby enhancing value provided through technologies and the efficiency gains for GSPS users.

Effectiveness:

- Increased alignment between organizational needs, available funds, and IT investments to strike the right balance between day-today IT maintenance spending and investments in innovative technologies.
- Improved tracking of IT investments and IT project activities, impacts and outcomes.

Economy:

- Enhanced governance mechanisms to evaluate key Service IT requirements and a structured approach to authorizing spending only where deemed appropriate and aligned to Service priorities.
- Increased accountability for management of capacity, cost, and timelines for IT investments

Implementation Considerations

Key Challenges & Barriers	Impacted Areas	Key Next Steps
<ul style="list-style-type: none"> • IT system improvements to strengthen data collection related to performance and resources may require moderate investments from GSPS. • The strengthened role for an IT Governance Committee will require a greater investment of time and resources for ongoing operations. • IT Governance Committee membership will need to balance capacity constraints, willingness to participate and subject-matter knowledge. • Optimal structure of the IT Governance Committee may require the formation of two groups within the Committee to form specific functions (e.g., prioritization, and project-oversight). 	<ul style="list-style-type: none"> • IT Department • Senior Leadership 	<ul style="list-style-type: none"> • Reaffirm the current GSPS IT strategic plan aligns with the GSPS business plan and vision • Review the IT business case structure for adequate efficiency, effectiveness, and economy considerations • Assemble an IT advisory committee to critically assess planned investments and distinguish true needs from non-essential requests. • Schedule structured IT committee meetings to continue to prioritize IT investments and review those in implementation or for which concerns have been raised



Recommendations & Implementation



Recommendations & Implementation

Change initiatives are complex and require thoughtful and precise planning and strong program management and governance. This is a critical phase and can be the time when organizations fail through insufficient detailed planning and delivery. Below please find our thoughts on principles for effective implementation planning.

Flexibility – By breaking a long-term process into shorter time periods (e.g., steps or plateaus), GSPS can change course in response to a change in the environment (e.g., legislative changes, elections, changes in senior leadership, funding changes, adequacy standards, etc.)

Logical, Stepwise Change – The change process is not easy. It is apparent through this project that the GSPS has had a great deal of change in recent years and maintains ongoing internal studies towards continuous improvement. Although GSPS members seek to be open to further change, an incremental approach will help reduce the change of “change fatigue.”

Reduction of Risks – By boxing in the implementation into smaller sub-projects, the GSPS can maintain focus on tasks at hand which allows for tighter risk control and management. Further, by constantly building on previous success, risk is hopefully minimized throughout the project, organizational capacity and agility built and buy-in earned within an overall program of change implementation.

Maintain Progress – By breaking the project down into steps, GSPS will be able to focus on the immediate time horizons. This aids in keeping members and senior officers/management excited about the opportunity, and focused on the tasks at hand.

Obtain Quick Wins – By focusing on shorter time horizons, GSPS can achieve many small quick wins that can be used as the foundation for the next quick win in an iterative fashion.

Recommendations & Implementation

Implementing the opportunities identified in the previous sections of the report to enhance the efficiency and effectiveness of the GSPS is a complex initiative that requires thoughtful and precise planning and strong program oversight. To support this process, we propose that the GSPS take a stepwise approach to implementation through a series of short, medium and long-term phases. Specifically, we have identified **five** key opportunities that the GSPS can begin to address immediately:

1. Dissemination of strategy throughout organization
2. Embedment of shift-outset strategy-to-performance briefing/acknowledgements
3. Review of common decision-making processes
4. Enhance the use of data analytics to inform operations
5. Identification and detailed design of alternative response options based on GSPS Calls for Service Study

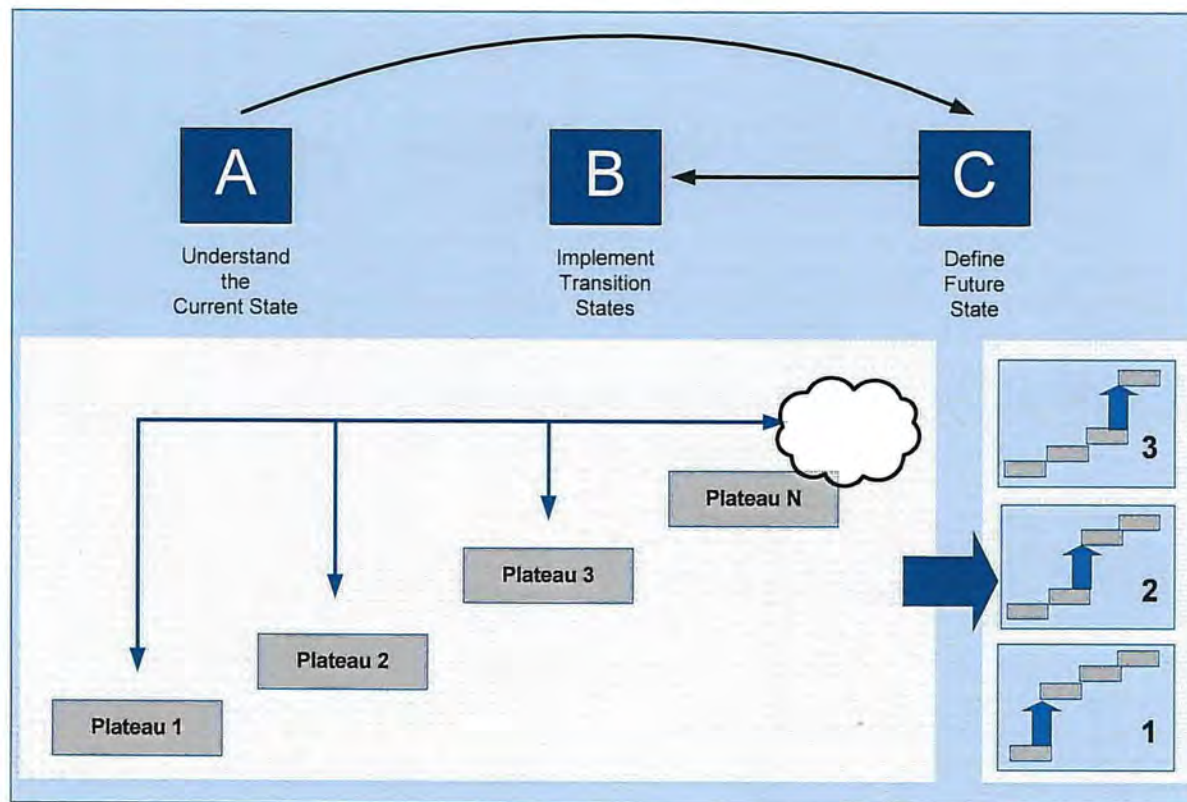
The recommendations and timeline on pages 14 – 23 are intended to provide GSPS with a high-level overview of the above short-term, quick win areas of opportunity. The GSPS Steering Team can continue to refine and operationalize a work plan and implementation timeline for these recommendations as the project shifts into the implementation phase.

Implementation Considerations

Implementation Planning

The graphic below demonstrates how a stepped implementation can help achieve the desired changes in the GSPS' approach to service delivery. Each stage is used to create a series of transitional states that build towards achieving the end state.

There is no fixed number of steps (or plateaus as referred to below) that must be identified. The number of steps in a project plan depends on decisions related to timing of certain changes, availability of key resources, budget cycles and other internal and external factors that impact the success of a project.



* Plateau "N" = next number level (e.g., 4)

Implementation Considerations

Change Management Preparation

The implementation of any program of change to an organization's service delivery model will impact numerous areas and individuals within GSPS. The table below provides an overview of key considerations respecting "readiness for change" and "complexity of change" for consideration going forward to help enable success.

Readiness for Change	Complexity of Change
<p><i>"What is the current capacity of the GSPS to respond to the implementation of the recommendations?"</i></p>	<p><i>"How big will the impact be on the GSPS as it relates to structure, people, key processes, technology, performance and other key areas?"</i></p>
<p>With consideration for such factors as:</p> <ul style="list-style-type: none"> ▪ Past history of change ▪ Need for cultural transformation ▪ Resources impacted by change activities ▪ Number of existing change initiatives ▪ Understanding of need for change across all employee levels ▪ Degree of consensus regarding future direction and strategy 	<p>With consideration for such factors as:</p> <ul style="list-style-type: none"> ▪ Impact on core services ▪ Degree of interdependencies involved and affected to be considered ▪ Timeframe to implement change ▪ Number of people impacted by change ▪ Degree of behavioral and cultural change required ▪ Number of simultaneous changes to processes, technology and skills to support structural change ▪ Degree of cross-functional collaboration and involvement needed ▪ Public priorities, support and buy-in

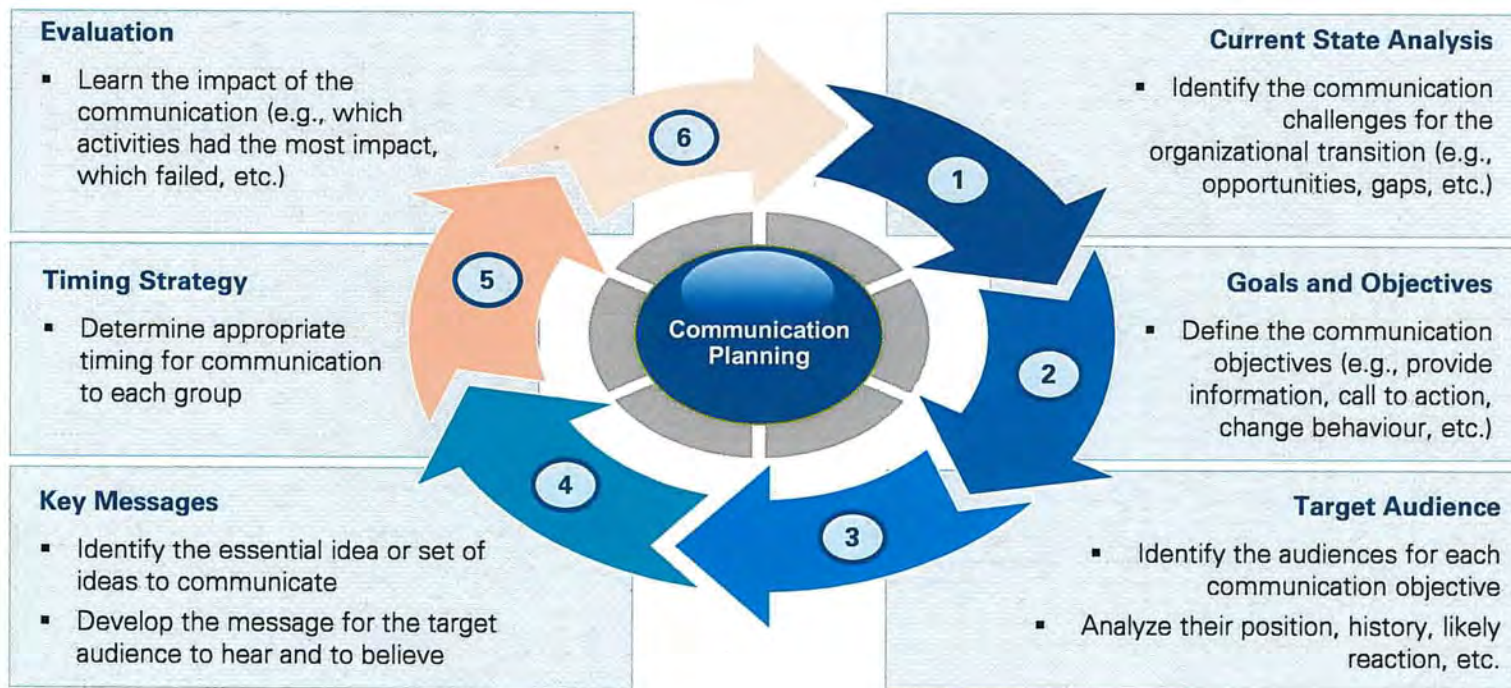
Implementation Considerations

Communications Planning

In order to help reduce any potential stakeholder resistance to change and to facilitate collaboration through the transition, the GSPS is recommended to consider the following in its approach to communication planning:

- Consistent messaging across all levels – both internally and externally
- Coordinated and targeted messages delivered to the right audience at the right time through the right channels
- Member and stakeholder engagement at key junctures

The graphic below describes the stages of communication planning to support change:

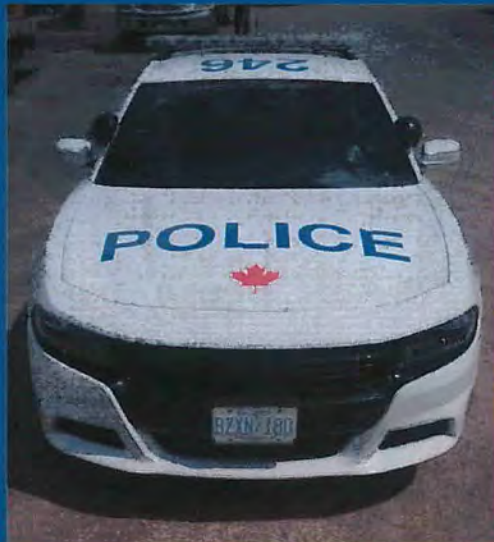


Critical Success Factors for Implementation

The opportunities presented as a result of this efficiency and effectiveness review are practical, achievable, and realistic; however, the GSPS' success in moving forward with, and achieving meaningful change in, these areas is contingent upon the following critical success factors:

- ① Leadership, commitment and accountability at both the Command level
- ② A singular focus and common goal aligned to the GSPS Business Plan, 2015-2017
- ③ Effective program and change management
- ④ Acknowledgement and buy-in (at all levels) of a new Service-wide direction
- ⑤ Consistent, coordinated communication (Service, partners, community) and aligned strategy to engage these stakeholders
- ⑥ Appropriate sequencing and pacing to support complementary change, beginning with clear understanding of demand and alternative response prior to, and to inform, changing the deployment model of the organization
- ⑦ Sufficient internal capacity and external support to drive and sustain support for a transition in the approach to service delivery
- ⑧ Consideration to, and integration of, ongoing internal reviews and projects to mitigate risk of operational conflict come implementation
- ⑧

KPMG
Appendices



Appendix A: GSPS Strategy

'Our Shared Commitment to Community Safety and Well-being "The Nickel" at a Glance

Introduced in 2012, the GSPS' "Future of Policing – Our Shared Commitment to Community Safety and Well-Being" is a full-circle approach to community safety and well-being designed to embrace all elements needed to build a stronger, safer Sudbury.

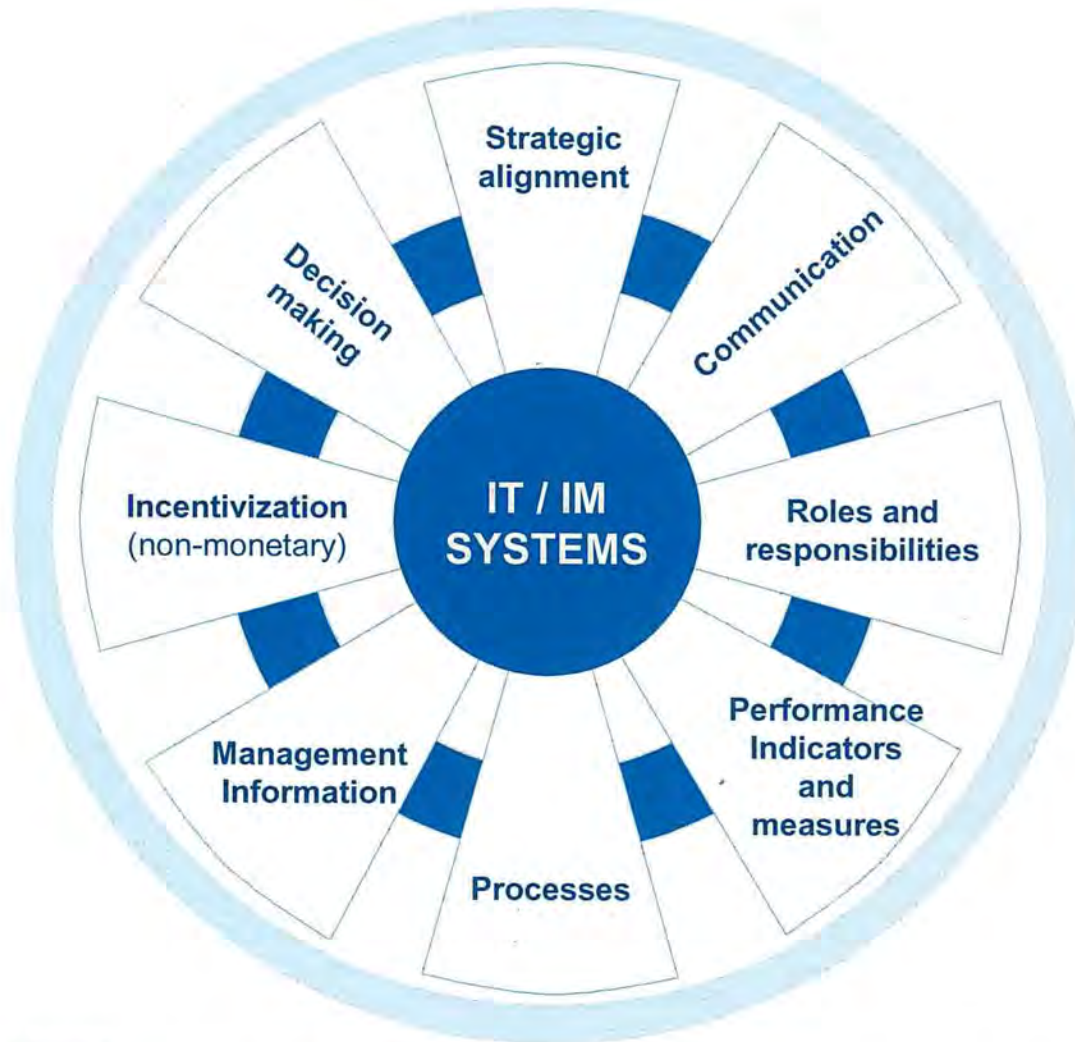
With the nickname, 'the Nickel', this model of policing is forward-thinking and innovative, focused on **five dimensions** to enforce law, prevent crime, and build safer communities in partnership with other. These dimensions are:

- 1) Enforce Laws and Hold Offenders Accountable;
- 2) Intervene Collaboratively to Reduce Elevated Risk Situations;
- 3) Initiate and Partner to Achieve Change in Community Outcomes;
- 4) Champion Community Safety, Security and Wellness;
- 5) New Metrics and Evidence – Based Practices.



Appendix B: Performance Management

Key Elements of a Performance Management Framework



- The framework defines the dimensions that should be considered in establishing an effective performance management framework
- There is not a one size fits all approach to performance management. Every organization is different and this must be taken into consideration when establishing a framework that is fit for purpose
- To complement the framework, GSPS should consider a number of questions to help build an understanding of the existing performance framework, building upon the findings and recommendations contained within this report.
- Information can then be gathered against each of the framework elements. Once gathered, the evidence can be used to help plot the "as is" on a maturity framework
- The desired state can then be plotted and consideration given to the activities needed to develop and implement an integrated performance management framework
- The use of targets and goals can then also be established as objectives to strive towards that are realistic, practical, achievable, measurable and monitored.

Appendix B: Performance Management

Executing a Performance Management Framework

Development of Performance Measures

Inputs

Resources that contribute to production or delivery (e.g., staff, assets, equipment)

Outputs

Products or services of the organization (e.g., arrests, warrants, clearance rates) or policing services provided

Outcomes

Impacts arising from policing activities (e.g., improving victim confidence, perception of safety)

Development of Performance Management Tools for Monitoring, Reporting and Continual Improvement

Development of Meeting Structures to Review and Manage Performance Results Against Established Performance Indicators (e.g., inputs, outputs and outcomes)

Annual Strategy and Performance Review

Quarterly Performance Reviews

Monthly Performance Reviews (e.g., tasking and coordination)

Weekly Performance Reviews (e.g., priorities, tasking, key issues, resource management)

Refined Approach to Organizational Performance Metrics

- *Threat Mitigation and Strategic Targets:* Metrics to demonstrate connection between specific activities and community safety priorities (i.e., types of drugs, profile of criminals arrested and alignment to targets)
- *Disruption Matrix:* Structured reporting on how GSPS operations harm criminal organizations (i.e., impact of asset reduction)
- *Public Relations:* Measurement of unique approaches to public reassurance and demonstration of GSPS's impact on community safety
- *Availability Indicator:* Showcasing of intelligence gathering to demonstrate the impact of operations (e.g. impact of seizures of drugs, guns, proceeds of crime on the market of such items)

Appendix B: Performance Management

Considerations for Performance Planning

As noted previously, a revised Framework should encompass the following:

- Alignment with the short-term and long-term strategic objectives of the GSPS;
- A balance between inputs (e.g. financial investments) outputs (e.g. patrol activity measurements, investigations) and outcome measures (e.g. crime rate, perception of community safety);
- Use of targets which are ambitious yet realistic;
- A limited set of indicators which are relevant and meaningful;
- Tailored performance reports for various functions (e.g. community-based proactive work, patrol, investigative units), and
- Clear accountabilities, outcomes and outputs at all levels.

Potential Performance Measures for GSPS

We recommend that GSPS build on existing measures to establish clear performance expectations and to continue to enhance capacity to demonstrate value for effort internally and externally. On the following page, we have provided a menu of preliminary performance measures for the GSPS' consideration. These aim to lay the foundation to develop a 360 degree view of performance, promote transparency, and continuous improvement. We recommend that the GSPS select all or a portion of these measures to streamline performance and establish clear performance expectations to build on its current ability to demonstrate value and hold the appropriate stakeholders to account.

Appendix B: Performance Management

Preliminary Sample Key Performance Indicators at Organizational Level

Measure	Why is it important to measure this?	Which stakeholder group is it relevant to?
Reduced response time to low priority calls	To improve quality of service to public and more effectively deploy officers to calls that require dispatch	<ul style="list-style-type: none"> Patrol PCRC
Increase in number of calls responded to by alternative means and with partners	A secondary measure to begin collecting data on other value-add activities of GSPS officers. Supports improvement of quality of service to public and more effective use of resources.	<ul style="list-style-type: none"> Patrol PCRC Partners
Decrease in repeat victimization and repeat offender rate	To demonstrate more effective use of intelligence and preventative measures to systemically reduce impact on most vulnerable people.	<ul style="list-style-type: none"> Patrol
Decrease in time to resolve investigations	To improve quality of service to public and more effective use of investigator time through streamlined process.	<ul style="list-style-type: none"> CID SLT
Decrease in officer abstraction rate per shift (Sick hours + short term disability hours + vacation hours) / total hours on shift	An assessment of officer abstraction rates across units to begin determining how this may impact outputs and outcomes.	<ul style="list-style-type: none"> Unit Supervisors SLT
Decrease in crime rate across Greater Sudbury Region	To demonstrate GSPS continues to effectively enforce law and work collaboratively to keep Sudbury safe.	<ul style="list-style-type: none"> SLT
Increase in public trust & confidence	To demonstrate collaboration with, and commitment to, public priorities through continuous feedback. When public trusts and has confidence in police, they being to police themselves.	<ul style="list-style-type: none"> All

Contacts

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