

2024-2027

# Audit Work Plan for the Ottawa Police Service



Office of the  
Auditor General  
City of Ottawa

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## Background

On October 23, 2023, the Ottawa Police Services Board (OPSB) approved a motion inviting the Auditor General to:

- conduct an overall risk and opportunities assessment of the Ottawa Police Service (OPS); and
- develop an independent audit work plan in order to identify and prioritize opportunities to more effectively and efficiently deliver police services in the City of Ottawa.

The Office of the Auditor General (OAG) included the risk and opportunities assessment of OPS in its 2024-2025 Work Plan, which was approved by City Council on December 6, 2023. Work on the assessment commenced in early 2024 and has identified key areas to perform audits in the coming years.

## Methodology

The OAG conducted a risk-based assessment to identify audit priorities for the OPS. Consultations were primarily undertaken with members of the OPSB, the OPS Senior Leadership team and the Presidents of the Ottawa Police Association and the Senior Officers Association. This allowed us to gain an understanding of the OPS organization, its strategic and operational objectives, changes currently in progress and the potential risks, opportunities and challenges OPS faces.

In addition to our consultations, we performed a documentation review which included items such as, the strategic plan, annual reports, budgets, media reports and recent OPSB agenda items. In addition, we obtained an understanding of key roles and responsibilities of the various external oversight bodies that govern/review the OPS, to mitigate potential overlap with their work (e.g., Ministry of the Solicitor General, Ontario Civilian Police Commission / Inspector General, Special Investigations Unit, Law Enforcement Complaints Agency, etc.). Meetings were also held with the OPS Internal Audit function to discuss past, current and planned audit coverage to minimize potential duplication of effort.

Potential audits were prioritized based on risk, considering factors including complexity, financial significance, internal and external changes in the OPS environment and public interest / perception. The underlying premise of a risk-based approach is that areas of higher risk require greater oversight. Accordingly, greater weight was given to higher risk activities. This approach enables efficient and targeted use of OAG resources while ensuring coverage of the areas of greatest concern for OPS.

## 2024-2027 Audit Work Plan

The table below outlines the proposed audits for 2024-2027. For each audit, the preliminary audit objective, the link to the OPS Strategic Plan and the proposed timeline are identified. The preliminary audit objective provided will be refined based on the results of the planning phase of the audit. The proposed timelines reflected below are subject to change due to our Office's requirement to be nimble and agile as the risk landscape continuously evolves.

No.	Activity	Description / Preliminary Audit Objective	Link to OPS Strategic Plan	Timeline
1.	Audit of Staffing	The objective of this audit is to assess OPS human resource recruitment, deployment and retention processes and how these impact the ability of OPS to meet service demands.	Advance and Support a Resilient Thriving Membership	To commence in 2024
2.	Audit of Project Management	The objective of this audit is to assess OPS's project management policies and practices. Strategic projects both past and present (e.g., District Policing Model, South Facility etc.) may also be examined.	Build Trust Through Strong Partnerships  Enhance Community Safety	To commence in 2025
3.	Audit of Equity, Diversity and Inclusion (EDI)	The objective of this audit is to assess OPS's EDI programs, policies and strategies, comparing them to best practices in the sector and assessing progress against OPS's Strategic Plan.	Equity, Diversity and Inclusion - Strengthen our Commitment to Human Rights	To commence in 2026

## **Audit Horizon for 2024-2027**

The above-mentioned Audit Work Plan is based on identified risk and available resources. Flexibility has been incorporated into the Audit Work Plan to ensure the Office of the Auditor General is able to execute work under its mandate. Engagements being considered for potential inclusion in the 2024-2027 Audit Work Plan, should time permit or should priorities within OPS and the OAG shift, include:

- Business Continuity Practices
- Cybersecurity
- Data Management
- Public Reporting and Intake (including 9-1-1)
- Human Resources (e.g., Job Evaluations, Accommodations, Training, Wellness)
- Enforcement of Rules of Protest
- Special Constables

## **Conclusion**

The audit selection process has been based on our risk and opportunities assessment of OPS and available OAG resources. The audits outlined above will aim to assist OPS in mitigating risks and improve accountability, the control environment and the efficiency and effectiveness of OPS operations.

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