

**Report to / Rapport au:**

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

**25 February 2019 / 25 février 2019**

**Submitted by / Soumis par:**

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

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**SUBJECT: QUALITY ASSURANCE 2018 ANNUAL REPORT (COMPLIANCE WITH  
MINISTRY STANDARDS)**

**OBJET: RAPPORT ANNUEL DE 2018 SUR L'ASSURANCE DE LA QUALITÉ  
(RESPECT DE LA CONFORMITÉ AUX NORMES DU MINISTÈRE)**

**REPORT RECOMMENDATIONS**

**That the Ottawa Police Services Board receives this report for information.**

**RECOMMANDATIONS DU RAPPORT**

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

**BACKGROUND**

In January 2001, the Provincial Government enacted Ontario Regulation 3/99 under the *Police Services Act* of Ontario. The regulation, named Adequacy and Effectiveness of Police Services, is intended to ensure police services boards and police services implement the structure and tools required to provide effective policing services to the community.

This report meets the Chief's requirement under Ontario Regulation 3/99, Section 35 that "Every board and Chief of Police shall implement a quality assurance process relating to the delivery of adequate and effective police services, and compliance with the *Act* and its regulations".

Quality assurance processes are primarily administered by the Planning, Performance and Analytics Directorate. This includes a variety of governance, risk and compliance (GRC) activities that focus on continuous improvement of core policing operations set out in the Ministry of Community Safety and Correctional Service's Provincial Adequacy Standards (Ministry Standards).

## **DISCUSSION**

In accordance with Ontario Regulation 3/99 the Ottawa Police Service has established procedures and processes in relation to the following core service areas: Law Enforcement, Crime Prevention, Emergency Response, Victims' Assistance, Public Order Maintenance, and Administration and Infrastructure.

Adequate and effective delivery of policing services is maintained through strategic planning, operational performance management, administration of policies and procedures, and quality assurance functions.

A risk-based approach, combined with input from senior management, identified the following quality assurance activities to be undertaken in 2018. These activities assess existing controls, identify deficiencies in compliance, and recommend improvements to process or policy. All recommendations are monitored and reported to Senior Leadership Team through quarterly audit and risk reporting.

### **Enterprise Risk Management (ERM)**

ERM supports the organization's commitment to a risk-informed management culture. Through integrated workshops and discussions, risk management practices have been leveraged to identify, assess and mitigate strategic (e.g. strategy implementation, relationship management, etc), operational (e.g. intelligence and investigation, enforcement and response, etc), hazard (e.g. continuity of operations, emergency management, etc), and financial risks (e.g. sustainability and processing, etc). Results from the ERM process are key inputs into the Strategic Plan (via e-scan), Internal Audit Plan, compliance reviews, process improvement activities, and the administration of policy. The program helps support proactive identification and assessment of exposures, and informs the prioritization of mitigation activities.

### **Business Process Improvement (BPI)**

In order to improve service to the Community and increase member engagement, the OPS is establishing a centre of expertise in process improvement. The goal is to document and streamline processes through a standardized methodology, Lean Six Sigma (LSS). This data-driven approach will improve service delivery and systematically identify and reduce waste.

This year a team of members will be trained in LSS. They will tackle a variety of business challenges. These future Improvement Specialists will be change agents, skilled in process analysis, team dynamics and project management. The first wave of projects includes Sex Offender Management, Major Case Management (MCM), Compliance Checks, Demand for Service, and Warrants among others.

### **Internal Audit (IA)**

The 2017-2018 IA Plan tabled at the June 2017 Ottawa Police Services Board meeting committed to six engagements over an 18-month period. As part of each engagement the objective and scope are refined through the business area review completed in the planning phase. A summary of the Standards assessed last year is provided below.

#### **Property and Evidence Control**

Associated Standard(s): LE-020 Collection, Preservation and Control of Evidence and Property

The audit assessed the collection, preservation, and disposal of sexual assault evidence kits to ensure control activities were adequate and comply with regulatory requirements. Management responses to the recommendations will help maintain continuity of evidence, enable improved oversight and increase community safety.

#### **Paid Informant Fund**

Associated Standard(s): LE-015 Paid Informants and Agents

The audit assessed whether OPS processes, policies, and procedures for confidential informants comply with regulatory requirements and control activities are sufficient. Management responses to the recommendations will strengthen access and security controls, on-boarding and payment processing administration.

#### **Sworn Staffing Process**

The audit was to focus on the sworn internal movements. During the planning phase of the engagement the process owner initiated a number of activities aimed to enhance the internal movement activities including a redesign of the transfer process. Due to the process in transition, the engagement was deferred.

#### **Performance Management Process**

Associated Standard(s): AI-002 Skills Development and Learning

As presented to the Finance and Audit Committee (FAC) in November 2018, the focus of this audit has been carried forward and realigned in the 2019 Plan. Performance management will be assessed through an Audit of the Coach Officer Program. This

supports the strategic direction of the organization, which aims to hire and replace up to 500 sworn members in the next five years.

### **Follow-up Activities**

In accordance with the generally accepted auditing standards, Internal Audit monitors the completion of the committed MAPs through follow-up. The objective of the follow-up activities is to ensure MAPs are completed and have addressed the business risks identified in the audit.

### **Service Policies**

Policy management is a critical component of good governance, helping to promote regulatory compliance, control risks, establish accountability, and drive strategic goals and objectives. The OPS has established a Policy Management Framework (PMF) to provide guidance on the development and administration of the Services' governing documents such as policies, procedures, and guidance materials.

Service Policies are reviewed cyclically to ensure they remain current, compliant with legislation, and support members with the delivery of the core policing services. During the past year the following policies were created.

- DNA Collection
- Fit for Duty and Duty to Disclose
- Major Case Management
- Special Investigations Unit Engagement
- Sworn Transfer Selection
- Witness Protection
- Chief's Discretionary Leave
- Courts

### **CONCLUSION**

The Ottawa Police Service is committed to ensuring quality policing services that conform to regulation and meet the expectations of the community it serves.