

Report to / Rapport au:

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

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Submitted by / Soumis par:

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

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**SUBJECT: QUALITY ASSURANCE 2019 ANNUAL REPORT (COMPLIANCE WITH
MINISTRY STANDARDS)**

**OBJET: RAPPORT ANNUEL DE 2019 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

Ontario Regulation 3/99 provides police services boards and police services with a framework to support the proper delivery of adequate and effective policing to the community. The Regulation is supported by provincial Adequacy Standards that offer guidance on infrastructure, administration and core services, including: crime prevention; law enforcement; assistance to victims of crime; public order maintenance; emergency response; and, counter terrorism.

Section 35 of the Regulation requires 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 activities that focus on continuous improvement.

DISCUSSION

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 identified the quality assurance activities outlined below to be undertaken in 2019. These activities assess existing controls, identify deficiencies in compliance, and recommend improvements to process or policy. All recommendations are monitored and reported to the Senior Leadership Team.

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, operational, human resources, technological, and financial risks. Results from the ERM process are key inputs into the Board’s Strategic Direction, 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

To improve service delivery and identify opportunities to implement efficiencies in our operational and business processes, a cadre of sworn and civilian members are being trained in LEAN/Six Sigma (LSS) methodologies to provide objective and expert process improvement, process management, and change management leadership and guidance across the organization. Process improvement activities are currently underway across several areas, including Missing Persons, Sex Offender Management, Demands for Service, Responding to Workplace Deaths and Injuries, and Compliance Checks. Identified improvement opportunities are at varying stages of implementation.

Internal Audit

The 2019 Internal Audit (IA) Plan tabled at the December 2018 Ottawa Police Services Board meeting committed to three engagements over the 12-month period. The objective and scope of these engagements are refined through the business area review completed in the planning phase. A summary of the Adequacy Standards assessed last year is highlighted below.

Property and Evidence Control

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

The Audit of the Property and Evidence Control Facility (PECF) assessed monitoring controls and processes over drugs that come into the PECF. The focus was to ensure existing controls are sufficient following implementation of the *Cannabis Act* in October 2018. Management responses to the recommendations will address health and safety risks associated with collection and storage of cannabis while upholding the rights of private citizens.

Quarter Master (QM)

The Audit evaluated the adequacy and effectiveness of QM in supporting the organization's uniform and equipment sourcing and procurement requirements. Management responses to the recommendations will address the need for a centralized procurement, improved contract management, and technology enhancements that will enhance the procurement-to-pay processes.

Coach Officer Program - AI-002 Skills Development and Learning

The Audit evaluated the effectiveness of the Coach Officer Program and compliance with the regulatory requirements. Specifically, the audit examined the selection and maintenance of Coach Officers, the effectiveness of the performance management process, and the appropriateness of governance documents. The conduct phase of this engagement has been completed. The results are now being debriefed with Management. Action plans will then be developed and included in the final report.

Follow-up Activities

In accordance with the generally accepted auditing standards, Internal Audit monitors the completion of the committed Management Action Plans (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. In 2019 the following policies were developed or amended:

- Arrest;
- Search;
- Release;
- Fire and Arson Procedures;
- Fraud Procedures;
- Sudden Death Procedures;
- Use of Force;
- Prisoner Transport;
- Prisoner Care and Control;
- Acceptable Use of Information and Technology;
- Ottawa Police Service Core Policy;
- Sworn Staffing and Transfer Policy (Amended);
- Automatic License Plate Recognition (ALPR) Procedures Manual (Amended);
- Performance Management Policy (Amended); and,
- Health Safety and Lifestyle (Amended).

Missing Persons Act, 2018

Ontario Regulation 182/19 under the *Missing Persons Act*, 2018, came into force on 01 July 2019. It provides police services with operational clarity around acquiring a missing person's records and the related reporting obligations. As such, police services across the Province of Ontario must report publicly on an annual basis all occurrences whereby personal records of missing persons were obtained through court order, search warrant, or by making an urgent demand for records.

In 2019, the Ottawa Police had one urgent demand for records. Details of that request were reported as prescribed by the *Missing Persons Act*, 2018 and can be found on Document 1 attached.

CONSULTATION

Not applicable

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

SUPPORTING DOCUMENTATION

Document 1: Annual Report Template Form 7, Missing Persons Act, 2018.

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.