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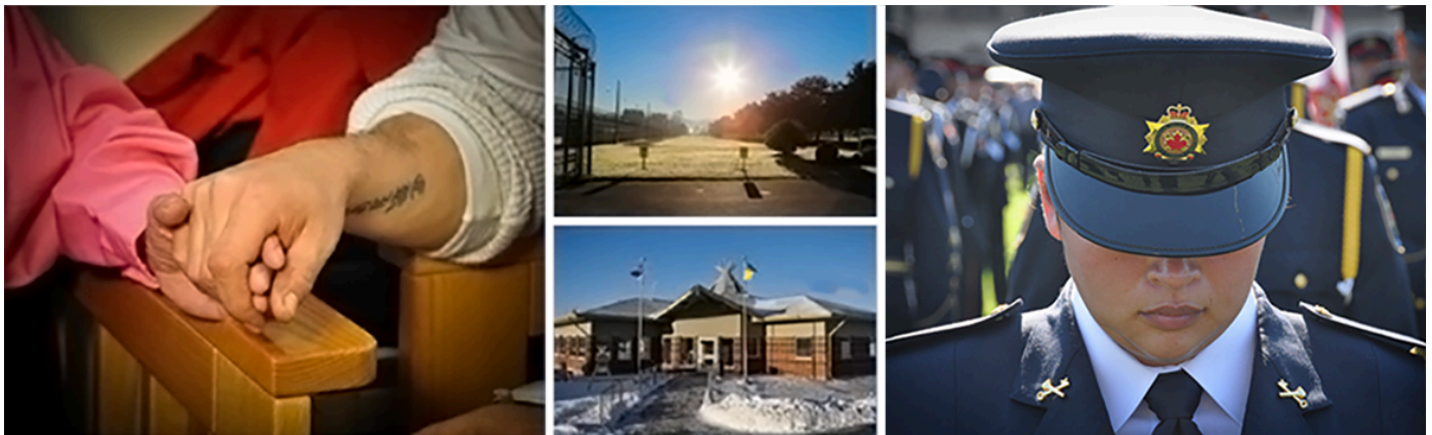
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Evergreen Risk-based Audit and Evaluation Plan

From: Correctional Service Canada

▼ Deputy Head Confirmation

I approve the evergreen Risk-based Audit and Evaluation Plan (RBAEP (Risk-based Audit and Evaluation Plan)) for Correctional Service Canada (CSC (Correctional Service Canada)) for fiscal years 2024 to 2025 through to 2028 to 2029 with recommendations for approval received from the Departmental Audit Committee (DAC (Departmental Audit Committee)) and the Performance Measurement and Evaluation Committee (PMEC (Performance Measurement and Evaluation Committee)) as required by the Treasury Board (TB (Treasury Board)) *Policy on Results and Policy on Internal Audit.*

I confirm that the five-year evergreen RBAEP (Risk-based Audit and Evaluation Plan):

- Plans for the evaluation of all ongoing programs of grants and contributions with five-year average actual expenditures of $5 million or greater per year at least once every five years, in fulfillment of the requirements of subsection 42.1 of the *Financial Administration Act*
- Meets the requirements of the Mandatory Procedures for Evaluation
- Supports the requirements of the expenditure management system including, as applicable, Memoranda to Cabinet, TB (Treasury Board) Submissions, and resource alignment reviews, and
- Meets the requirements of the TB (Treasury Board) Internal Audit Policy Suite and conforms to the International Standards for the Professional Practice of Internal Auditing.

I will ensure that this plan is updated annually, and I will provide information about its implementation to the Treasury Board of Canada Secretariat (TBS (Treasury Board of Canada Secretariat)), as required.

Anne Kelly
Commissioner
Correctional Service Canada

On this page

▼ List of acronyms

FY

Fiscal year

CSC

Correctional Service Canada

IAES

Internal Audit and Evaluation Sector

RBAEP

Risk-based Audit and Evaluation Plan

FTEs

Full-time equivalents

CAEE

Chief Audit and Evaluation Executive

TB

Treasury Board

QAIP

Quality Assurance and Improvement Program

MAPs

Management Action Plans

DAC

Departmental Audit Committee

PMEC

Performance Measurement and Evaluation Committee

EXCOM

Executive committee

TBS

Treasury Board of Canada Secretariat

Introduction

The Evergreen Risk-based Audit and Evaluation Plan

In fiscal year (FY (fiscal year)) 2021 to 2022, Correctional Service Canada (CSC (Correctional Service Canada)) merged the Evaluation Division with the Internal Audit Sector, creating the now established Internal Audit and Evaluation Sector (IAES (Internal Audit and Evaluation Sector)). While it is generally recognized that the audit and evaluation divisions provide a continuum of complementary services, the merger leveraged existing resources and best practices, and has created synergistic opportunities.

IAES (Internal Audit and Evaluation Sector) planning is the responsibility of the Practice Management Division, which is independent from the Audit Operations and Evaluation Divisions. Prior to the merger, the Internal Audit Sector produced a two-year Risk-based Audit Plan, while the Evaluation Division produced a five-year Departmental Evaluation Plan; the periods for each aligning with their respective professional standards and policy frameworks. In 2022, the IAES (Internal Audit and Evaluation Sector) released its first joint evergreen Risk-based Audit and Evaluation Plan (RBAEP (Risk-based Audit and Evaluation Plan)). It covered a two-year

period for internal audit engagements and a five-year period for evaluation engagements and identified innovative internal audit and evaluation engagements, including a first joint engagement. While the 2024 to 2029 RBAEP (Risk-based Audit and Evaluation Plan) proposes a similar format with regards to coverage for audits and evaluations, IAES (Internal Audit and Evaluation Sector) has allowed for a bit of flexibility in the latter years for each division in consideration of shifting priorities and evolving risks.

Purpose

The purpose of the evergreen RBAEP (Risk-based Audit and Evaluation Plan) is to identify internal audit and evaluation work for FY 2024 to 2025 to 2028 to 2029 that is risk-based and in-line with central agency requirements. In turn, implementation of the plan will ensure that IAES (Internal Audit and Evaluation Sector) supports CSC (Correctional Service Canada) in the achievement of its objectives.

Overview of CSC (Correctional Service Canada)

As part of the criminal justice system and respecting the rule of law, CSC (Correctional Service Canada) contributes to public safety by actively encouraging and assisting offenders to become law-abiding citizens, while exercising reasonable, safe, secure and humane control.

CSC (Correctional Service Canada) is responsible for administering sentences of a term of two years or more, as imposed by the court. It contributes to public safety through its core responsibilities that include the care and custody of inmates, correctional interventions, and the community supervision of offenders. CSC (Correctional Service Canada) focuses on making its correctional facilities safe environments that support offenders in addressing their needs and risk factors, through rehabilitation and successful reintegration into the community as law-abiding citizens. It has

taken, and will continue to take, concrete steps to improve the correctional and reintegration outcomes for Indigenous, Black, and other racialized offenders in its care.

On a typical day in FY 2022 to 2023, CSC (Correctional Service Canada) managed 21,384 offenders (13,054 incarcerated and 8,330 supervised in the community). For FY 2024 to 2025, CSC's Main Estimates are $3.171 billion with 18,826 planned full-time equivalents (FTEs (full-time equivalents)). CSC's infrastructure includes 43 institutions of various security levels (including four healing lodges and five accredited regional treatment centres), 14 community correctional centres, and 92 parole and sub-parole offices.

CSC (Correctional Service Canada) IAES (Internal Audit and Evaluation Sector)

In December 2023, a new Chief Audit and Evaluation Executive (CAEE (Chief Audit and Evaluation Executive)) was appointed. The CAEE (Chief Audit and Evaluation Executive) leads the three divisions of the IAES (Internal Audit and Evaluation Sector). The IAES (Internal Audit and Evaluation Sector) initial budget allocation for fiscal year 2024 to 2025 is $4,533,486 in salary and $306,384 for operations and maintenance.

Internal audit at CSC (Correctional Service Canada) is a professional, independent, and objective assurance and consulting activity designed to add value and improve CSC's operations. It helps CSC (Correctional Service Canada) accomplish its objectives by bringing a systematic, disciplined approach to assessing and improving the effectiveness of risk management, control, and governance processes. CSC (Correctional Service Canada) has an Internal Audit division comprised of 16 FTEs (full-time equivalents).

Evaluation at CSC (Correctional Service Canada) is a professional, systematic, and neutral function that collects and analyzes evidence to judge merit, worth, or value of CSC (Correctional Service Canada) programming and activities. It determines the extent to which a program or initiative has achieved its expected results. Evaluations support evidence-based decision-making, program and policy improvements, innovation, and accountability. Evaluation advice and expertise support program officials in the design and implementation of programming to achieve expected results. CSC (Correctional Service Canada) has an Evaluation division comprised of 17 FTEs (full-time equivalents).

The Internal Audit and Evaluation divisions are supported by a Practice Management division. Practice Management is responsible for providing assurance to the CAEE (Chief Audit and Evaluation Executive) that the IAES (Internal Audit and Evaluation Sector) operates in compliance with professional standards and applicable Treasury Board (TB (Treasury Board)) policy frameworks. As such, Practice Management designs and implements a Quality Assurance and Improvement Program (QAIP (Quality Assurance and Improvement Program)), leads the evergreen RBAEP (Risk-based Audit and Evaluation Plan) process, reports on the implementation of CSC (Correctional Service Canada) Management Action Plans (MAPs (Management Action Plans)), manages the secretariat activities of the Departmental Audit Committee (DAC (Departmental Audit Committee)) and the Performance Measurement and Evaluation Committee (PMEC (Performance Measurement and Evaluation Committee)), and performs the role of CSC (Correctional Service Canada) liaison with external assurance providers. CSC (Correctional Service Canada) has a Practice Management division comprised of seven FTEs (full-time equivalents).

IAES (Internal Audit and Evaluation Sector) Accomplishments

Internal Audit Division

In FY 2023 to 2024, the following internal audit engagements were completed and approved:

- Review of EXCOM-Related Governance Committees
- Audit of Indigenous Intervention Centres
- Audit of Offender Management System Modernization – System Under Development – Phase II, and
- Audit of Organizational Culture (recommended for approval by DAC (Departmental Audit Committee)) in March 2024, and approved by the Commissioner in April 2024).

The Internal Audit division launched or continued work on three planned engagements:

- Joint Audit and Evaluation of Structured Intervention Units
- Audit of Fire Safety, and
- Audit of the Mother-Child Program.

Of the planned projects for FY 2023 to 2024, the Audit of the Management of Offenders with Special Needs and the Audit of Conditions of Confinement were delayed.

Evaluation Division

In FY 2023 to 2024, the following evaluation engagements were approved:

- Evaluation of Offender Case Management: Offender Intake Assessment and Institutional Supervision
- Rapid Impact Assessment of Joyceville Assessment Unit Intake Model

- Supplementary Report: Reanalysis of the Evaluation of Correctional Reintegration Programs, and
- Evaluability Assessment: Elder Services Within Indigenous Corrections.

The Evaluation division launched or continued work on five planned engagements:

- Evaluation of Correctional Officer Recruitment Allowance
- Joint Audit and Evaluation of Structured Intervention Units
- Evaluation of Case Management – Readiness for Parole
- Evaluation of Case Management – Community Transitions, and
- Evaluation of Maximum Security.

In addition, as part of its advisory responsibilities, the division provided advice on several TB (Treasury Board) submissions and performance measurement and monitoring strategies.

Practice Management Division

In FY 2023 to 2024, the Practice Management division introduced a series of improvements to its QAIP (Quality Assurance and Improvement Program) and MAP follow-up process and continued to provide secretariat support to the DAC (Departmental Audit Committee) and PMEC (Performance Measurement and Evaluation Committee).

It also supported CSC (Correctional Service Canada) through its liaison function with external assurance providers. Key highlights include liaising between the Office of the Auditor General and CSC (Correctional Service Canada) senior management during the conduct of its Audit of Inclusion in the Workplace for Racialized Employees, its Strategic Audit Planning exercise, and its Update on a Past Audit: the Auditor General's 2018 Audit of Community Supervision; as well as liaising between the Public Service

Commission and CSC (Correctional Service Canada) senior management during the conduct of its Audit of System-Wide Staffing and its Audit on the Application of the Order of Preference for Veterans.

Summary of Planning Approach

The IAES (Internal Audit and Evaluation Sector) integrated the internal audit and evaluation risk-based planning processes from previous years. A detailed description of the risk-based methodology is available in Annex A.

While assessing risks is key in the identification of possible engagements to conduct, other factors also play an important role in shortlisting projects, such as government-wide and departmental priorities, environmental context, and historic coverage. To help in the identification of engagements to include in the 2024 to 2029 RBAEP (Risk-based Audit and Evaluation Plan), IAES (Internal Audit and Evaluation Sector) conducted a risk-assessment, an environmental scan, as well as surveys and consultations with all executive committee (EXCOM (executive committee)) members, and with DAC (Departmental Audit Committee) and PMEC (Performance Measurement and Evaluation Committee) external members.

As part of its process, IAES (Internal Audit and Evaluation Sector) also considers plans and/or ongoing work performed by external assurance providers to avoid duplication of effort and ensure that IAES (Internal Audit and Evaluation Sector) resources are focused on under-serviced high-risk areas. External assurance providers include, but are not limited to:

- Office of the Auditor General
- Office of the Comptroller General
- Public Service Commission
- Office of the Correctional Investigator, and
- Independent Advisory Panel (Structured Intervention Units).

The suitability of evaluation or internal audit as a means to reduce risk versus other tools available to CSC (Correctional Service Canada) was also considered, and significant consultations took place with stakeholders to validate project selection. Selection of evaluation engagements also took into consideration materiality, value to management, program risk, and the year in which the program was last evaluated.

Internal Audit and Evaluation Plans

Internal audit and evaluation engagements that were selected based on risk, coverage, and priority have been included below in the respective two-year and five-year schedules. The variety of engagements ensures comprehensive coverage of the CSC (Correctional Service Canada) core responsibilities, departmental priorities, and corporate risks.

2024 to 2026 Audit Plan at a Glance:

- Audit of Fire Safety (Underway)
- Audit of the Mother-Child Program (Underway)
- Joint Audit and Evaluation of Structured Intervention Units (Underway)
- Audit of the Procurement and Contracting Process (Underway)
- Audit of the OMS-M – Systems Under Development (Underway) – Phases 3 and 4
- Audit of Conditions of Confinement (Underway)
- Internal Audit Engagement of the Management of Offenders with Special Needs
- Internal Audit Engagement of Leave and Overtime

2024 to 2029 Evaluation Plan at a Glance:

- Evaluation of Correctional Officer Recruitment Allowance (Underway)
- Joint Audit and Evaluation of Structured Intervention Units (Underway)

- Evaluation of Offender Case Management – Readiness for Parole (Underway)
- Evaluation of Maximum Security (Underway) – Parts 1 and 2
- Evaluation of Offender Case Management – Community Transitions (Underway)
- Evaluation of the Black Offender Strategy – Parts 1, 2, and 3
- Evaluation of CORCAN Employment and Employability
- Evaluation of Victim Services
- Evaluation of the Drug Strategy – Parts 1 and 2
- Evaluation of Community-based Residential Facilities
- Evaluation of Mental Health Services
- Evaluation of Facilities Management and Accommodation Services
- Evaluation of Preventative Security and Intelligence
- Evaluation of Offender Education
- Evaluation of Social Programs
- Evaluation of Community Correctional Centres

See Annex C for coverage of organizational spending and the programs for FY 2024 to 2029.

2024 to 2025 External Assurance at a Glance:

- Public Service Commission – System-Wide Staffing Audit
- Public Service Commission – Audit on the Application of the Order of Preference for Veterans
- Environment and Climate Change Canada – Horizontal Evaluation of Federal Contaminated Sites Action Plan
- Office of the Auditor General – Update on a Past Audit: The Auditor General's 2018 Audit of Community Supervision

Annex A: Methodology

The RBAEP (Risk-based Audit and Evaluation Plan) was led by the Practice Management division with support from the Internal Audit and Evaluation divisions. It began with a review of the audit and evaluation universes and a thorough review of corporate reporting tools, previous evaluations and audits, management reviews, planned Compliance and Operational Risk Reports, program information, and identified program needs and recommendations from relevant stakeholders and central agencies.

Upon reviewing the pre-existing internal audit and evaluation planning methodologies, a common risk-based planning pathway was developed following the steps below:

Step One – Audit and Evaluation Universe

The audit and evaluation universe, which acts as an organizational blueprint to identify areas of risk within a program or activity, was based on CSC's Core Responsibilities, and then mapped to each sub-responsibility. This universe formed the basis upon which, a coordinated document review process unfolded, that included a comprehensive review of corporate information and reports prepared by various internal and external assurance providers.

Step Two – Understanding the Current and Future Risk Environment

Several activities were undertaken to gather organizational, program, and process risk information including document reviews, surveys, and consultations.

Document Reviews

Documentation that was reviewed included key corporate documents, including the Departmental Plans, Departmental Results, and CSC (Correctional Service Canada) financial information. Furthermore, the division reviewed previous oversight work to ascertain CSC (Correctional Service Canada) program activity coverage. This included a review of corporate reporting, reports from external assurance providers, plans from external assurance providers, previous audits and evaluations, management reviews, planned Compliance and Operational Risk Report activity, program information, identified program needs and recommendations from Treasury Board of Canada Secretariat (TBS (Treasury Board of Canada Secretariat)), PMEC (Performance Measurement and Evaluation Committee), and DAC (Departmental Audit Committee).

Surveys

A harmonized survey tool was developed for the RBAEP (Risk-based Audit and Evaluation Plan) exercise. A web-accessible survey was distributed to members of EXCOM. The survey focused on identifying organizational changes, and solicited management views of the relevance and timeliness of the previous year's planned internal audit and evaluation engagements. EXCOM members were asked to rank engagements based on their perceptions of priority. The results were used to validate planned engagements, and to identify new areas for consideration.

Consultations

Using the results of the consultation survey, follow-up interviews were conducted with EXCOM members to gain a more nuanced view of their survey responses and inquire about upcoming changes and existing issues across their respective areas and CSC (Correctional Service Canada) at-large. Additionally, PMEC (Performance Measurement and Evaluation Committee) and DAC (Departmental Audit Committee) members were also

consulted to gain their perspective on risk and areas where the IAES (Internal Audit and Evaluation Sector) work could bring the most value for CSC (Correctional Service Canada). The results of this process were then rolled up into a summary document that was used during the RBAEP (Risk-based Audit and Evaluation Plan) risk assessment.

Step Three – Risk Assessment

The results of the document reviews, survey, and interviews were mapped to the audit and evaluation universe elements. The synthesized risk information was shared with the CAEE (Chief Audit and Evaluation Executive), the Senior Director of Audit Operations, and the Director of Evaluation. Practice Management conducted a risk assessment of each element of the audit and evaluation universe using a common risk assessment. The risk factors for this assessment were the six CSC (Correctional Service Canada) corporate risks (see Annex B), three other risk factors (implementation, materiality, and importance), and the addition of two new risks (values and ethics, and official languages) which were the result of a desire to ensure proper consideration is being given to those areas. Additionally, value to management, program risk, and the year in which the program was last evaluated were also taken into consideration. The results were consolidated and the average risk score for each audit and evaluation universe element was used as the final risk ranking for each program and internal services area.

Step Four – Project Selection and Confirmation

An initial list of projects was developed based on high-risk audit and evaluation universe elements with low historic coverage and those areas that are required by TBS (Treasury Board of Canada Secretariat). These projects were assessed for suitability and alignment with the CSC

(Correctional Service Canada) core responsibilities. A more focused list of audits and evaluations was developed for which the team developed project profiles.

Step Five – Approval

A draft of the 2024 to 2025 RBAEP (Risk-based Audit and Evaluation Plan) was presented at DAC (Departmental Audit Committee) and PMEC (Performance Measurement and Evaluation Committee) to obtain a recommendation for approval by the Commissioner. The RBAEP (Risk-based Audit and Evaluation Plan) was then approved by the Commissioner, as per the TB (Treasury Board) Policy on Internal Audit and Policy on Results.

Annex B: Core Responsibilities and Corporate Risks

Core Responsibility 1: Care and Custody

CSC (Correctional Service Canada) provides for the safety, security and humane care of inmates, including day-to-day needs of inmates such as food, clothing, accommodation, mental health services, and physical health care. It also includes security measures within institutions such as drug interdiction, and appropriate control practices to prevent incidents.

Core Responsibility 2: Correctional Interventions

CSC (Correctional Service Canada) conducts assessment activities and program interventions to support federal offenders' rehabilitation and facilitate their reintegration into the community as law-abiding citizens. CSC

(Correctional Service Canada) also engages Canadian citizens as partners in its correctional mandate, and provides services to victims of crime.

Core Responsibility 3: Community Supervision

CSC (Correctional Service Canada) supervises offenders in the community and provides structure and services to support their safe and successful reintegration into the community. Services include accommodation options, community health services, and the establishment of community partnerships. CSC (Correctional Service Canada) manages offenders on parole, statutory release, and long-term supervision orders.

Corporate Risks (FY 2024 to 2025)

Table 1:

1	There is a risk that CSC (Correctional Service Canada) will not be able to maintain required levels of operational safety and security in institutions and in the community.
2	There is a risk that CSC (Correctional Service Canada) will not be able to implement its mandate and ensure the financial sustainability and modernization of the organization.
3	There is a risk that CSC (Correctional Service Canada) will not be able to respond to the complex and diverse profile of the offender population.
4	There is a risk that CSC (Correctional Service Canada) will not be able to maintain a safe, secure, healthy, respectful, and collaborative working environment as established by its legal and policy obligations, mission, and values statement.

5	There is a risk that CSC (Correctional Service Canada) will not be able to maintain public confidence in the federal correctional system.
6	There is a risk that CSC (Correctional Service Canada) will lose support of partners delivering critical services and providing resources for offenders.

Annex C: Coverage of Organizational Spending and the Programs for FY 2024-29

Table 2:

Program (from 2024 to 2025 Program Inventory)	Title of Planned Evaluation	Date of planned evaluation approval	Program spending covered by the planned evaluation (based on 2024 to 2025 amounts)	Comments
P1 Institutional Management and Support	None planned	Not applicable	$0	Program was recently evaluated and there are no mandatory evaluation requirements.

Program (from 2024 to 2025 Program Inventory)	Title of Planned Evaluation	Date of planned evaluation approval	Program spending covered by the planned evaluation (based on 2024 to 2025 amounts)	Comments
P2 Supervision	Joint Audit and Evaluation of Structured Intervention Units	2024 to 2025	$876,902,493	Not applicable
	Evaluation of Maximum Security Units - Part I	2024 to 2025	Included above	Not applicable
	Evaluation of Maximum Security Units - Part II	2025 to 2026	$876,902,493	Not applicable
P23 Preventive Security and Intelligence	Evaluation of Preventative Security and Intelligence	2026 to 2027	$21,987,710	Not applicable
P23 Preventive Security and Intelligence	Evaluation on Drug Strategy - Part I	2026 to 2027	Included above	Not applicable
	Evaluation on Drug Strategy - Part II	2029 to 2030 or later	$0	Not applicable

Program (from 2024 to 2025 Program Inventory)	Title of Planned Evaluation	Date of planned evaluation approval	Program spending covered by the planned evaluation (based on 2024 to 2025 amounts)	Comments
P3 Drug Enforcement	Evaluation on Drug Strategy - Part I	2026 to 2027	$12,277,864	Not applicable
	Evaluation on Drug Strategy - Part II	2029 to 2030 or later	$0	Not applicable
P4 Clinical Services and Public Health	Evaluation on Drug Strategy - Part I	2026 to 2027	$224,182,646	Not applicable
	Evaluation on Drug Strategy - Part II	2029 to 2030 or later	$0	Not applicable
P5 Mental Health Services	Joint Audit and Evaluation of Structured Intervention Units	2024 to 2025	$120,920,138	Not applicable
	Evaluation of Mental Health Services	2026 to 2027	$120,920,138	Not applicable
P6 Food Services	Evaluation of Food Services	2029 to 2030 or later	$0	Not applicable

Program (from 2024 to 2025 Program Inventory)	Title of Planned Evaluation	Date of planned evaluation approval	Program spending covered by the planned evaluation (based on 2024 to 2025 amounts)	Comments
P7 Accommodation Services	Evaluation of Facilities Management and Accomodation Services	2026 to 2027	$519,201,099	Not applicable
	Horizontal Evaluation of the Federal Contaminated Sites Action Plan	2024 to 2025	$192,131	Not applicable

Program (from 2024 to 2025 Program Inventory)	Title of Planned Evaluation	Date of planned evaluation approval	Program spending covered by the planned evaluation (based on 2024 to 2025 amounts)	Comments
P8 Offender Case Management	Evaluation of Case Management (Readiness for Parole)	2024 to 2025	$289,123,566	Not applicable
	Evaluation of Maximum Security Units - Part I	2024 to 2025	Included above	Not applicable
	Evaluation of Case Management (Community Transitions)	2025 to 2026	$289,123,566	Not applicable
	Evaluation of Maximum Security Units - Part II	2025 to 2026	Included above	Not applicable
	Evaluation of Black Offender Strategy - Part I (Evaluation Framework)	2025 to 2026	Included above	Not applicable

Program (from 2024 to 2025 Program Inventory)	Title of Planned Evaluation	Date of planned evaluation approval	Program spending covered by the planned evaluation (based on 2024 to 2025 amounts)	Comments
	Evaluation of Black Offender Strategy - Part II (Implementation)	2026 to 2027	$289,123,566	Not applicable
	Evaluation of Black Offender Strategy - Part III (Results)	2028 to 2029	$289,123,566	Not applicable
P9 Community Engagement	Evaluation of Victim Services	2025 to 2026	$8,849,206	Not applicable
P10 Chaplaincy	None planned	Not applicable	$0	Program was recently evaluated and there are no mandatory evaluation requirements.
P11 Elder Services	None planned	Not applicable	$0	Program was recently evaluated and there are no mandatory evaluation requirements.

Program (from 2024 to 2025 Program Inventory)	Title of Planned Evaluation	Date of planned evaluation approval	Program spending covered by the planned evaluation (based on 2024 to 2025 amounts)	Comments
P22 Correctional Programs	None planned	Not applicable	$0	Program was recently evaluated and there are no mandatory evaluation requirements.
P15 Offender Education	Evaluation of Offender Education	2027 to 2028	$29,345,518	Not applicable
P16 CORCAN Employment and Employability	Evaluation of CORCAN Employment and Employability	2025 to 2026	$46,357,698	Not applicable
P17 Social Program	Evaluation of Social Programs	2028 to 2029	$25,271,269	Not applicable

Program (from 2024 to 2025 Program Inventory)	Title of Planned Evaluation	Date of planned evaluation approval	Program spending covered by the planned evaluation (based on 2024 to 2025 amounts)	Comments
P18 Community Management and Security	None planned	Not applicable	$0	There are no mandatory evaluation requirements and there is currently insufficient capacity to complete evaluations beyond the mandatory requirements.
P19 Community-Based Residential Facilities	Evaluation of Community Residential Facilities	2026 to 2027	$125,985,787	Not applicable
P20 Community Correctional Centres	Evaluation of Community Correctional Centres	2027 to 2028	$21,676,808	Not applicable

Program (from 2024 to 2025 Program Inventory)	Title of Planned Evaluation	Date of planned evaluation approval	Program spending covered by the planned evaluation (based on 2024 to 2025 amounts)	Comments
P21 Community Health Services	None planned	Not applicable	$0	No specific requirements for evaluations in internal services and there is currently insufficient capacity to complete evaluations beyond the mandatory requirements.

Program (from 2024 to 2025 Program Inventory)	Title of Planned Evaluation	Date of planned evaluation approval	Program spending covered by the planned evaluation (based on 2024 to 2025 amounts)	Comments
ISC1 Management and Oversight Services	None planned	Not applicable	$0	No specific requirements for evaluations in internal services and there is currently insufficient capacity to complete evaluations beyond the mandatory requirements.

Program (from 2024 to 2025 Program Inventory)	Title of Planned Evaluation	Date of planned evaluation approval	Program spending covered by the planned evaluation (based on 2024 to 2025 amounts)	Comments
ISC2 Communications Services	None planned	Not applicable	$0	No specific requirements for evaluations in internal services and there is currently insufficient capacity to complete evaluations beyond the mandatory requirements.

Program (from 2024 to 2025 Program Inventory)	Title of Planned Evaluation	Date of planned evaluation approval	Program spending covered by the planned evaluation (based on 2024 to 2025 amounts)	Comments
ISC3 Legal Services	None planned	Not applicable	$0	No specific requirements for evaluations in internal services and there is currently insufficient capacity to complete evaluations beyond the mandatory requirements.
ISC4 Human Resources Management Services	Evaluation of Correctional Officer Recruitment Allowance (Carried Over)	2024 to 2025	$119,299,297	Not applicable

Program (from 2024 to 2025 Program Inventory)	Title of Planned Evaluation	Date of planned evaluation approval	Program spending covered by the planned evaluation (based on 2024 to 2025 amounts)	Comments
ISC5 Financial Management Services	None planned	Not applicable	$0	No specific requirements for evaluations in internal services and there is currently insufficient capacity to complete evaluations beyond the mandatory requirements.

Program (from 2024 to 2025 Program Inventory)	Title of Planned Evaluation	Date of planned evaluation approval	Program spending covered by the planned evaluation (based on 2024 to 2025 amounts)	Comments
ISC6 Information Management Services	None planned	Not applicable	$0	No specific requirements for evaluations in internal services and there is currently insufficient capacity to complete evaluations beyond the mandatory requirements.

Program (from 2024 to 2025 Program Inventory)	Title of Planned Evaluation	Date of planned evaluation approval	Program spending covered by the planned evaluation (based on 2024 to 2025 amounts)	Comments
ISC7 Information Technology Services	None planned	Not applicable	$0	No specific requirements for evaluations in internal services and there is currently insufficient capacity to complete evaluations beyond the mandatory requirements.

Program (from 2024 to 2025 Program Inventory)	Title of Planned Evaluation	Date of planned evaluation approval	Program spending covered by the planned evaluation (based on 2024 to 2025 amounts)	Comments
ISC8 Real Property Management Services	None planned	Not applicable	$0	No specific requirements for evaluations in internal services and there is currently insufficient capacity to complete evaluations beyond the mandatory requirements.

Program (from 2024 to 2025 Program Inventory)	Title of Planned Evaluation	Date of planned evaluation approval	Program spending covered by the planned evaluation (based on 2024 to 2025 amounts)	Comments
ISC9 Material Management Services	None planned	Not applicable	$0	No specific requirements for evaluations in internal services and there is currently insufficient capacity to complete evaluations beyond the mandatory requirements.

Program (from 2024 to 2025 Program Inventory)	Title of Planned Evaluation	Date of planned evaluation approval	Program spending covered by the planned evaluation (based on 2024 to 2025 amounts)	Comments
ISC10 Acquisition Management Services	None planned	Not applicable	$0	No specific requirements for evaluations in internal services and there is currently insufficient capacity to complete evaluations beyond the mandatory requirements.

Date modified:

2024-10-23