



Office of the Independent Police Review Director

2020 - 2023 Business Plan

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Section 1: Mandate

The Office of the Independent Police Review Director (OIPRD) is an independent civilian oversight agency mandated to receive, manage and oversee all public complaints about the police in Ontario. It provides a system for members of the public to make complaints about the conduct of an officer, the policies of a police service, and the services a police service provides. The OIPRD is an arm's-length regulatory agency of the Ontario Ministry of the Attorney General (MAG). The agency receives its legislative authority from Part II.1 and Part V of the *Police Services Act* (PSA).

The OIPRD ensures that public complaints about police are effectively dealt with in a manner that is transparent and fair to both the public and the police by:

- Overseeing public complaints through to their conclusion.
- Investigating complaints and overseeing police service complaint investigations.
- Encouraging meaningful resolution of complaints.
- Conducting systemic reviews.
- Delivering education and outreach to the public and police.

All OIPRD decisions are independent of the government, the police and the public.

The OIPRD's **vision** is to enhance confidence in the public complaints system through excellence in the independent and impartial oversight of police.

The agency's **mission** is to provide effective management and oversight of public complaints, promote accountability of police services across Ontario and increase confidence in the public complaints system.

In fulfilling its mandate, the OIPRD is guided by the principles of:

- **Accountability:** improving transparency and accountability of the police complaints system and maintaining accountability for actions to stakeholders.
- **Integrity:** providing professional, objective, timely services to all stakeholders, respecting the privacy and dignity of stakeholders and treating them fairly.
- **Independence:** overseeing investigations by police services in a fair, transparent and effective manner and conduct independent investigations thoroughly and fairly.
- **Accessibility:** delivering a modern, accessible system for the public to lodge complaints about police and building public awareness about the complaints system.
- **Diversity and Inclusion:** being responsive to, and inclusive of diversity in delivering OIPRD services.

The OIPRD's mandate aligns with the government's priority of promoting fairness and access to justice, with MAG's vision of an innovative, sustainable and responsive justice

system that inspires public confidence and upholds the rule of law. The OIPRD's mandate also aligns with the ministry's strategic plan priorities, including:

- People can access modernized and streamlined client-centred programs and services supported by technology.
- Support, protect and advocate for people who are victims or vulnerable, including those with mental health and addiction issues.
- Develop and retain a diverse, skilled and engaged workforce.
- Promote accountability across justice system partners.

Section 2: OIPRD Organizational Structure

The OIPRD has 52 full-time equivalent (FTE) staff members who are organized into the following operational units:

- **Executive Office**
 - Provides direction and makes decisions in accordance with the OIPRD mandate, powers and role regarding investigations, public hearings, police policy and service reviews.
 - Acts as the public face of the OIPRD.
 - Provides strategic and operational direction for the agency.
 - Liaise with police services boards and the chiefs of police.
- **Case Management**
 - Provides front-counter and electronic access to filing of complaints.
 - Provides public liaison and complaints assistance in English and French.
 - Undertakes intake screening and tracking of complaints through to completion.
 - Creates and maintain records and case management reporting processes.
 - Oversees alternative dispute resolution processes for the agency.
- **Investigations**
 - Undertakes independent investigations of police conduct complaints.
 - Takes over investigations from police services when instructed by the Independent Police Review Director.
 - Oversees investigations conducted by an outside police service.
 - Conducts reviews of investigations performed by police services as part of the request for review process.
 - Assists in conducting systemic reviews as required by the Director.

- **Legal Services**

- Provides integrated legal advice and associated services to the Director and other OIPRD staff.
- Provides legal support to investigators concerning legal rights, scope of power and statutory interpretation of legislation/regulations.
- Appears on behalf of the OIPRD at the Ontario Civilian Police Commission, Superior Court of Justice, Divisional Court and other proceedings.
- Assists with legal/policy work and liaises with MAG and other ministries.

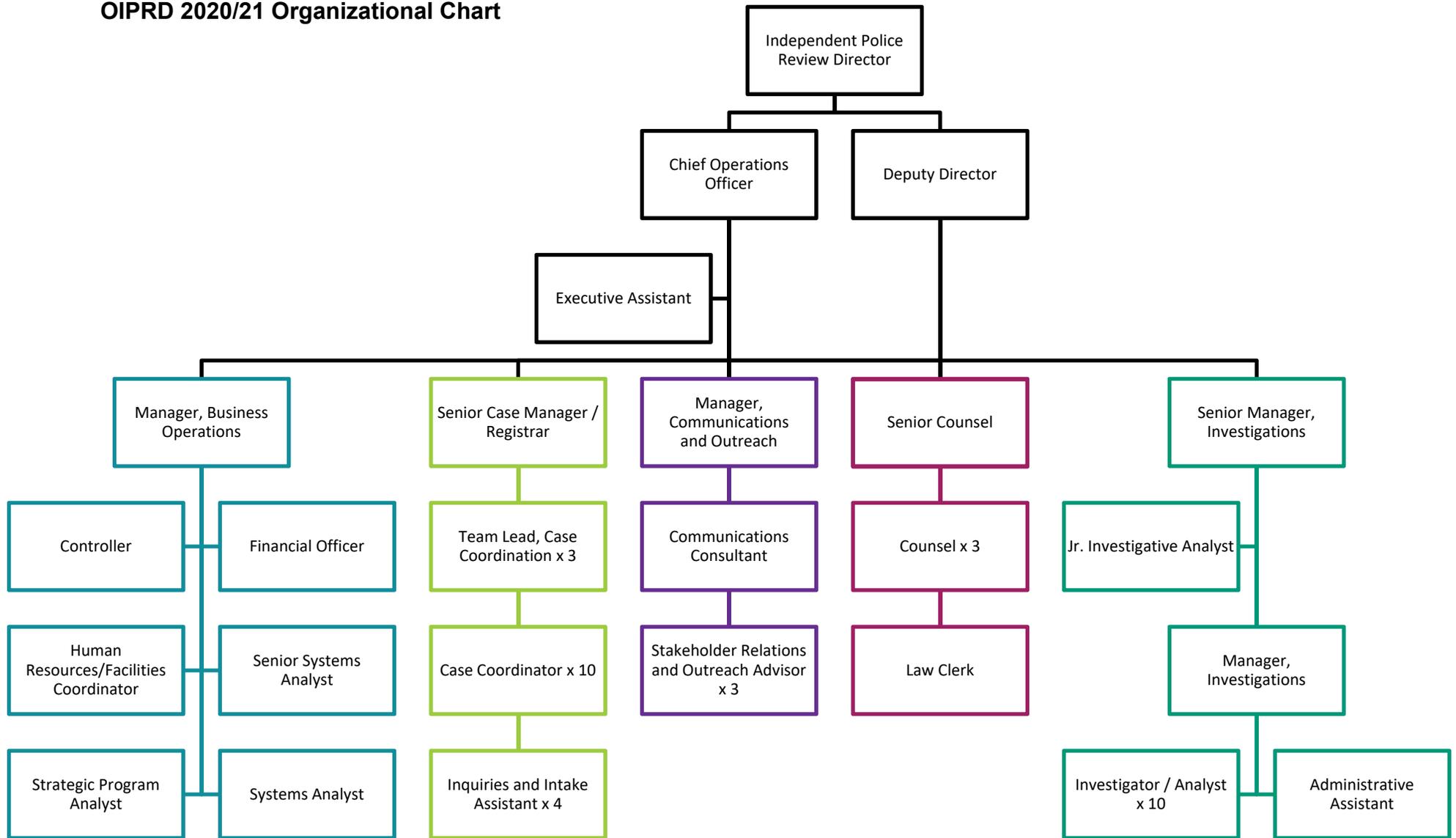
- **Business Operations**

- Provides financial, human resources, controllership, knowledge management, records management and retention, strategic planning, asset management and administrative functions for the agency.
- Provides information technology and management required to support the IT-based case management system, the OIPRD-to-police correspondence system, network-accessible complaint filings, specialized IT for intake call centre and base infrastructure to support office productivity (including network services, voice/telecom and desk-side support).
- Manages facilities and security related matters.
- Leads training, education, risk management and internal communications.
- Leads initiatives targeted towards process efficiencies and continuous improvements to enhance service delivery.
- Develops policies and procedures, performance measures and engagement strategies.

- **Communications and Outreach**

- Raises public and media awareness of the agency through a variety of channels, including evolving web and social media content, media relations, announcements, events and presentations to a broad range of community organizations.
- Positions the agency and the Independent Police Review Director as a national and international leader in policing oversight.
- Provides timely responses to media enquiries about complaints and investigations.

OIPRD 2020/21 Organizational Chart



Section 3: Three-year Financial Plan

The financial allocation for the upcoming three fiscal years is significantly lower than in previous years due to the revocation of the *Safer Ontario Act, 2018* (Bill 175).

Depending on the proclamation of *Comprehensive Ontario Police Services Act, 2019* (Bill 68), the agency will see increased workload from the addition of the Niagara Parks Commission and the Legislative Assembly special constables. There is also the opportunity for a First Nations police services to opt-in, further impacting the needs for additional resources by the agency. The timing of the proclamation may impact the allocations presented below, which will be addressed in future business plans.

Below is the approved allocation of the OIPRD for the next three years. This allocation does not include funding for systemic reviews. Any systemic reviews undertaken by the OIPRD would require additional funding.

Multi-Year Operating Budget

Expense Category	2020-21 Budget	2021-22 Budget	2022-23 Budget
Salary, Wages and Benefits			
Salaries and Wages	5.7398	5.7398	5.7398
Benefits	0.6404	0.6404	0.6404
TOTAL Salary, Wages and Benefits	6.3802	6.3802	6.3802
ODOE			
Transportation and Communications	0.2953	0.2953	0.2953
Services	0.7379	0.7379	0.7379
Supplies and Equipment	0.1000	0.1000	0.1000
TOTAL Operating	7.5134	7.5134	7.5134
FTE Allocation	52	52	52

Section 4: Strategic Priorities

Build confidence in the complaints system

Increasing confidence in the public complaints system is first and foremost dependent on the transparency between the agency and the public. This is accomplished through:

- Developing accessible and effective dispute resolution processes for informal resolution of complaints.
- Ensuring proper oversight of investigations conducted by police services and maintaining professional standards for investigations retained by the agency.
- Engaging the public and targeted stakeholders through strategic stakeholder relations, outreach and comprehensive online information.

Achieve excellence in police oversight

While directly linked to building confidence in the complaints system, the strategic priority of achieving excellence in police oversight involves complimentary goals including:

- Improving the police service investigations through timely and high-quality review processes.
- Improving the quality and timeliness of OIPRD investigations.
- Implementing agency-wide training on a regular basis.
- Exploring transformative information technology and business processes to support case management and investigations.
- Promoting accountability of police services.

Influence change in police policies and practices

The OIPRD aims to not only build confidence in the complaints system, but also to use its complaints data to proactively identify trends and make recommendations. The ways in which the OIPRD influences this change include:

- Conducting responsive and timely systemic reviews on policing issues of concern.
- Publicly reporting on emerging legal issues and cases involving complaints about police.
- Leading and promoting best practices in the investigations of public complaints.
- Improving policing practices through robust oversight of police investigations.

- Participating in and providing input to inform legislative transformation related to police oversight.

Process efficiencies for complaints management, investigations and systemic review

The OIPRD is always seeking opportunities to improve the efficiency of the agency's processes. This includes:

- Ensuring efficient intake and case management of complaints with clear communications to complainants and police.
- Ensuring public complaints are managed and investigated in a timely and impartial manner through to completion.
- Ensuring appropriate processes are in place for timely completion of request for reviews.
- Ensuring the agency responds to the emerging issues and trends in police oversight by conducting systemic reviews and following up on recommendations made in a timely manner.

Professional, committed and engaged employees

The OIPRD firmly believes that an organization is only as strong as its people; accordingly, having a professional committed and engaged workforce is a key priority. This priority will be realized through:

- Building a flexible and responsive workforce that rapidly adjusts to changing business environments.
- Creating a knowledge management framework to support the implementation of an ongoing comprehensive training program to enhance staff skills.
- Developing a human capital plan to include strategies for succession planning and future operational needs.
- Implementing an employee engagement strategic plan to increase employee engagement while fostering an inclusive work environment that respects and embraces diversity.

Section 5: Bill 68 Proclamation Impacts

On March 26, 2019 the *Comprehensive Ontario Police Services Act, 2019* (Bill 68) received royal assent. Once proclaimed, Bill 68 will have a significant impact on the operations of the OIPRD. These impacts include, but are not limited to:

- Changing the name of the agency to the Law Enforcement Complaints Agency (LECA) and the title of the Independent Police Review Director to the Complaints Director.
- Receiving conduct complaints regarding police officers, special constables of Niagara Parks Commission and Peace Officers of the Legislative Protection Service.
- First Nations Police Services will have the opportunity to opt-in and be within the purview of LECA's jurisdiction.
- The Complaints Director will be able to initiate an investigation into a matter even when there has been no public complaint.
- LECA will be required to publish de-identified summaries of unsubstantiated complaints.
- Shortened timelines for investigations from 180 days to 120 days.
- LECA will retain complaints in the public interest and complaints regarding the Chiefs or Deputy Chiefs. All other conduct complaints will be referred to their respective services or to a third service.
- Policy and service complaints will be forwarded to the Inspector General.

The full impacts of this new legislation will not be known until the proclamation of the legislation and the drafting of the regulations. At this time no proclamation date has been set for Bill 68. Once the proclamation has occurred and the impacts are in effect, the agency may require additional resources to fully achieve its new mandate. These impacts and any required resources will be addressed in future business plans.

Section 6: Performance Measures (PM)

The OIPRD tracks performance measures for both the agency and the police services for activities relating to police oversight. Below are lists of several of the performance measures that will be used over the next three years. The agency has the capacity to “drill down” in the data to review individual progress of police services and areas of the agency.

Upon the proclamation of Bill 68, the agency will undertake a project to update these performance measures to align with the requirements of the new legislation.

Police Service Performance Measures

Performance Measure	2020-21 Target	2021-22 Target	2022-23 Target
Seven-day local resolution	75%	75%	75%
45-day customer service resolution	60%	60%	60%
60-day report for policy/service complaints	60%	60%	60%
120-day conduct complaint investigation - referred	65%	65%	65%

Seven-day local resolution

Police services have seven days after the completion of a Local Resolution to send the completed “Local Resolution Complaint Summary and Local Resolution Agreement” form to the OIPRD. The form must be signed, dated and include a description of the resolution. The OIPRD case management system tracks this process electronically.

45-day customer service resolution (CSR)

The CSR process is intended to provide a timely resolution to complainants and should be completed in 45 days. This PM is measured from the date that all parties have agreed to participate to the date that the CSR is completed. This PM captures CSR files whose 45-day deadline falls within the fiscal year.

60-day report for policy/service complaints

Police Chiefs are required to complete a report responding to policy and service complaints within 60 day of referral from the OIPRD. The OIPRD case management system tracks receipt of the 60-day report and alerts the case coordinator of upcoming due dates. This PM includes reports that were due within the fiscal year.

120-day conduct complaint investigation - referred

Investigators endeavour to ensure that the investigation of a conduct complaint is concluded within 120 days of its commencement. To ensure compliance with the 120-

day investigation report completion, the OIPRD case management system tracks investigation report due dates.

This PM is measured from the date a complaint file was referred to the police service until the date the chief makes their decision. The PM includes files where the deadline date falls within the fiscal year.

OIPRD Performance Measures

Performance Measure	2020-21 Target	2021-22 Target	2022-23 Target
Alternative dispute resolution success rate	75%	75%	75%
Two-day intake	85%	85%	85%
15-day investigative report review	75%	75%	75%
45-day screening	60%	60%	60%
47-day request for review	60%	60%	60%
120-day conduct complaint investigation - retained	50%	50%	50%

Alternative dispute resolution (ADR) success rates

The ADR process provide opportunities for complainants and police officers to review a complaint and achieve a meaningful and lasting solution that is mutually agreeable to all involved parties. This PM captures files that proceeded to mediation within the fiscal year and are deemed successful where the complaint was resolved through mediation. Cases where the ADR process was declined, abandoned or prematurely terminated prior to the mediation date are not included in this PM.

Two-day intake

The OIPRD endeavours to complete the intake process for new complaints within two business days. This is measured from the time that an official complaint form is received to the date the intake process is completed.

15-day investigative report review

Upon the completion of a referred investigation, police services are to send an investigation report to the OIPRD for review. OIPRD investigators endeavour to complete a review of these reports within 15 business days of being assigned the file. This PM includes all files where the 15-day deadline date falls within the fiscal year.

45-day screening

Once a complaint file received by the agency, the case coordinators endeavour to complete a full screening of a complaint within 45 calendar days of its receipt. If a

complaint is missing information which requires staff to contact the complainant, the period of time it takes to gather this information is excluded from the 45-day screening period. This PM includes files where the 45-day screening deadline falls within the fiscal year.

47-day request for review

The complainants have a right to request OIPRD for a review of Chief of Police decision related conduct complaints that were investigated by police services. Once the OIPRD receives a Request for Review, the agency endeavours to complete a review in a timely manner. All Requests for Review are to be ready for presentation to the review panel within 47 calendar days of the file being assigned to the investigator. This PM includes files where the 47-day deadline date falls within the fiscal year.

120-day conduct complaint investigation - retained

Investigators endeavour to ensure that the investigation of a conduct complaint is concluded within 120 days of its commencement. To ensure compliance with the 120-day investigation report, the case management system tracks investigation report due dates. Occurrences of non-compliance are escalated to the Independent Police Review Director.

Complaints retained by the OIPRD are often more complex. As a result, investigations take longer to complete because investigators must receive disclosure from the police service.

This PM is measured from the date a complaint file was retained by the OIPRD until the date the Independent Police Review Director issues a decision. The PM includes files whose 120-day deadline date falls within the fiscal year.