



Office of the Independent Police Review Director

2021 - 2024 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. 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).

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.

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

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, 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.

OIPRD's mandate aligns with MAG's vision of an innovative, sustainable and responsive justice system that inspires public confidence and upholds the rule of law. OIPRD's mandate and strategic priorities also align with the MAG's transformation strategy, including:

- Improving how we serve the people of Ontario by streamlining internal processes and procedures.
- Providing a modern work environment that supports all of MAG and maximizes everyone's potential.
- Supporting vulnerable people & keeping communities safe.

Section 2: OIPRD 2020-2021 Staffing

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 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 and screening of complaints.
 - Creates and maintains records and case management reporting processes.
- **Investigations**
 - Reviews all screened-in public police complaints.
 - Provides recommendations to the Director regarding the public interest of a complaint and the retention of complaints for investigation.
 - Undertakes independent investigations of retained police conduct complaints.
 - Refers appropriately deemed complaints to be investigated by either the originating or a third-party police service.
 - Drafting Investigative Plans, overseeing investigations to completion and auditing investigative reports for complaints referred to police services.
 - Managing, in collaboration with the Legal unit, the Request for Review (R4R) process and retained investigations where identified misconduct results in a hearing being ordered.

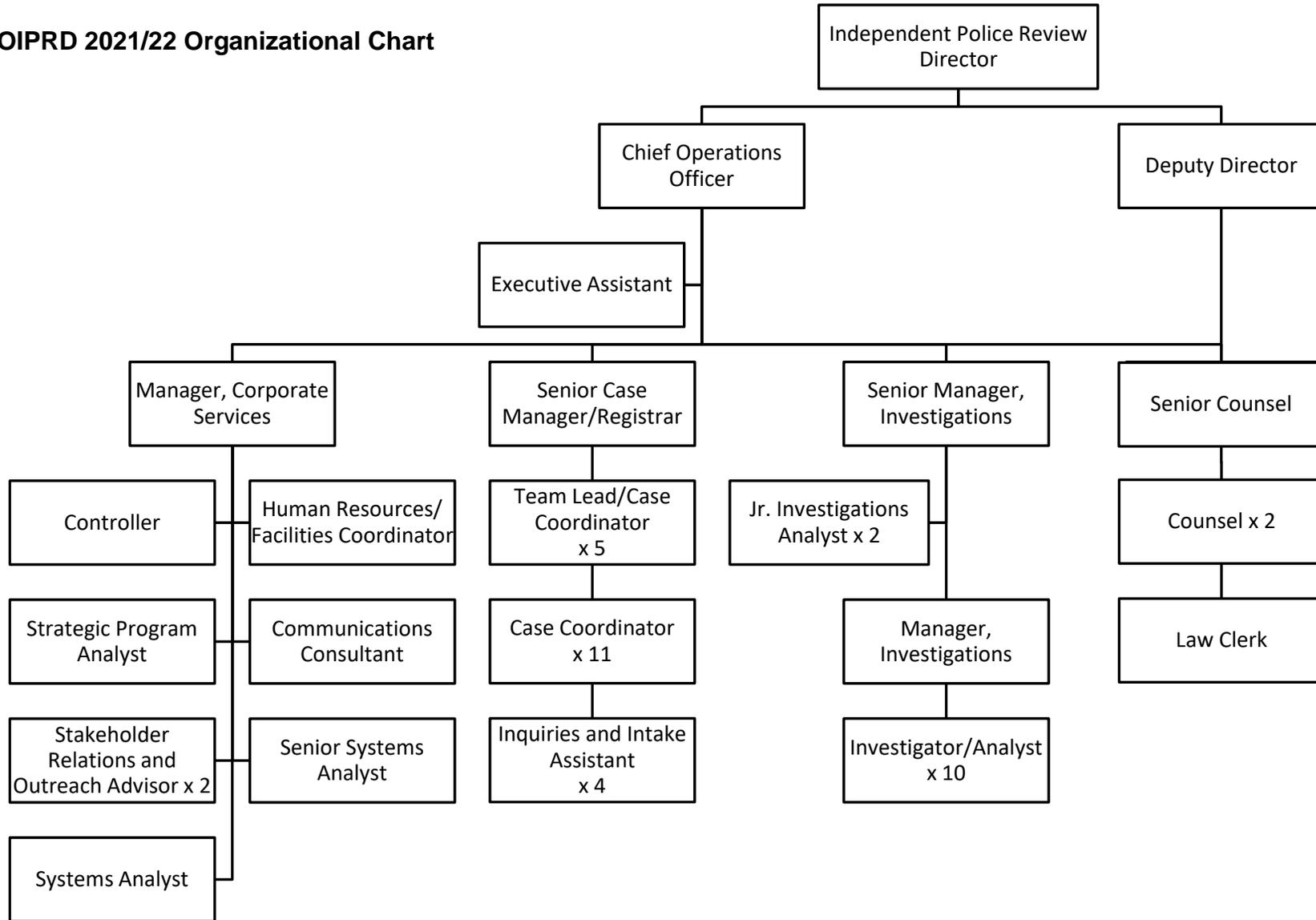
- **Legal Services**

- 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 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.

- **Corporate Services**

- Provides financial, human resources, information technology, communications and outreach, controllership, risk management, knowledge management, records management and retention, strategic planning, data management, asset management, facilities, training and administrative functions for the agency.
- Develops policies and procedures, performance measures and engagement strategies.
- 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.
- Provides timely responses to media enquiries about complaints and investigations.
- Manages early resolution processes for the agency.

OIPRD 2021/22 Organizational Chart



Note: In 2020-21, the Communications and Outreach Unit was amalgamated with the Business Operations Unit to form the Corporate Services Unit

Section 3: Three-year Financial Plan

The proclamation of *Community Safety and Policing Act (CSPA)* will see an increase of the agency’s workload. This will result from the expansion of the agency’s jurisdiction to include the special constables of both the Legislative Assembly and the Niagara Parks Commission. There is also the opportunity for First Nations police services to opt-in, further impacting the workload of the agency. In order to manage these impacts the agency may require additional resources.

Below is the preliminary allocation of OIPRD for the next three years. This allocation does not include funding for Bill 68 or for OIPRD modernization. Various modernization initiatives, specifically the development of a new case management system, along with any impacts of proclamation may require additional funding and an increased FTE allocation.

Multi-Year Operating Budget

Expense Category	2021-22 Budget	2022-23 Budget	2023-24 Budget
Salary, Wages and Benefits			
Salaries and Wages	5.7952	5.8333	5.8647
Benefits	0.6433	0.6475	0.6511
TOTAL Salary, Wages and Benefits	6.4385	6.4808	6.5158
ODOE			
Transportation and Communications	0.2953	0.2953	0.2953
Services	0.7121	0.7121	0.7121
Supplies and Equipment	0.1000	0.1000	0.1000
TOTAL Operating	7.5459	7.5882	7.6232
FTE Allocation	52	52	52

Section 4: Strategic Priorities

Build confidence in the complaints system by achieving excellence in police oversight

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:

- Efficient and timely screening of complaints
- Developing accessible and effective dispute resolution processes through the redevelopment of the early resolution processes.
- Ensuring proper oversight of investigations conducted by police services, including timely and high-quality review processes.
- Maintaining professional standards, quality and timeliness for investigations retained by the agency.
- Engaging the public and targeted stakeholders through strategic stakeholder relations, outreach and comprehensive online information.
- Improving the police service investigations through timely and high-quality review processes.
- Implementing appropriate 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

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 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

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

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.

Modernization of the public complaints system

For OIPRD to meet its existing mandate and begin the transition to its new mandate under the CSPA the agency needs to modernize its processes. The modernization initiatives for OIPRD include:

- Development of a new case management system to increase the reliability of tracking, reduce redundancies, provide additional statistics for more data driven decision making while ensuring the system can meet the agencies new requirements resulting from the CSPA.

- Realignment of duties within the agency to streamline processes and reduce backlog.
- Rebuilding and enhancing the Early Resolution program to provide the opportunity for complainants and police services to resolve a complaint without going to investigation.

Section 5: Community Safety and Policing Act (CSPA) Proclamation Impacts

On March 26, 2019 the CSPA received royal assent. Once proclaimed, CSPA 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-party 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 the CSPA. 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 and Targets

OIPRD tracks performance measures (PM) for both the agency and the police services for activities relating to police oversight. Listed below are 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 the 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	2021-22 Target	2022-23 Target	2023-24 Target
Seven-day local resolution	75%	75%	75%
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.

60-day report for policy/service complaints

Police Chiefs are required to complete a report responding to policy and service complaints within 60-days 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	2021-22 Target	2022-23 Target	2023-24 Target
Two-day intake	85%	85%	85%
15-day audit	75%	75%	75%
30-day screening	60%	60%	60%
45-day early resolution	60%	60%	60%
47-day request for review	60%	60%	60%
120-day conduct complaint investigation - retained	50%	50%	50%

Two-day intake

OIPRD endeavours to complete the intake process for new complaints within two (2) 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 audit

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 an audit 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.

30-day screening

Once a complaint file is received by the agency, the case coordinators endeavour to complete a full screening of a complaint within 30 calendar days of its receipt. If a complaint is missing information which requires staff to contact the complainant, the period it takes to gather this information is excluded from the 30-day screening period. This PM includes files where the 30-day screening deadline falls within the fiscal year.

45-day early resolution

The early resolution 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.

47-day request for review

The complainants have a right to request from OIPRD a review of Chief of Police decision related conduct complaints that were investigated by police services. Once OIPRD receives a Request for Review, the agency endeavours to complete a review in a timely manner. All Requests for Review are to be completed within 47 calendar days of the complaint being received. 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 Director.

Complaints retained by 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 OIPRD until the date the Director issues a decision. The PM includes files whose 120-day deadline date falls within the fiscal year.