

OFFICE OF THE INDEPENDENT
POLICE REVIEW DIRECTOR

talk to us.



2014/15 – 2016/17
Business Plan

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Executive Summary

The Office of the Independent Police Review Director's (OIPRD) goal is to provide effective oversight of public complaints, promote accountability of police services across Ontario and increase public confidence in the complaints system. Civilian oversight helps assure the public that investigations of misconduct are conducted thoroughly and fairly. It improves the public's understanding of police work, discourages misconduct among police officers and improves the policies and services provided by policing organizations. Oversight of police is a complex task. It requires an internal focus on the quality of the processes themselves, and also an external focus on the expectations, perceptions and priorities of its potential users and stakeholders.

The OIPRD has gained considerable momentum and grown as an oversight agency since it opened in October 2009. The experience and lessons learned from past years have provided the agency with the necessary information for on-going evaluation of business strategy to ensure high quality oversight of the public complaints system. The organization has continuously introduced business re-engineering practices and processes along with policy changes to provide more efficient service.

Highlights of the OIPRD 2013–14 key accomplishments:

- **Customer Service Resolution (CSR)**

In April 2013 the OIPRD created the CSR program to provide opportunities for complainants and respondent officers to voluntarily resolve complaints before they are formally screened under the Police Services Act (PSA).

CSR allows for the early resolution of complaints, which has not been available in the formal complaints process due to the prevalence of electronic filing. While this is a quick and efficient way to file a complaint, it does not allow for any type of early resolution to occur because complaints are automatically submitted and go directly into a screening process.

- **Streamlined Case Management and Request for Review Process**

Streamlining case management processes has:

- improved weekly reporting to police services on overdue reports
- improved quality assurance reports of integrity of data in Legal File System (LFS)
- established a review of all matters being screened out and not investigated to ensure consistency in the screening process
- Improved assessment of complaints with weekly meetings to discuss and review

By the end of the fiscal year, the agency expects to have received 151 requests for review, approximately the same number as received in 2012–13.

- **Mediation**

In November 2013 the OIPRD launched a pilot mediation program that allows less serious complaints about police to be resolved through mediation.

The option for mediation is available for complaints in both the Informal Resolution and CSR processes. It is a voluntary, confidential process where the respondent officer and complainant meet with the assistance of a neutral third-party mediator who facilitates the process. The parties share their views and take an active part in reaching a mutually agreeable resolution.

To support and ensure successful implementation of this program, the agency also established a specific mediation Vendor of Record (VOR) based on a community-based mediation services model. VOR mediation training was provided by OIPRD in August and November 2013.

- **Upgrade to Case Management System**

In 2013 the OIPRD started a multi-part project to review and restructure the database and case management system (Legal File System), which support the public complaints process. The goals of this project include:

- increasing user friendliness and overall integration
- implementing new modules and upgrades
- creating greater efficiency system-wide, including streamlining business practices, increasing workflow automation, and improving data collection and management
- providing more accessible and reliable information, statistics and reporting to better support the core business

To date, the project has developed two new modules to integrate the CSR and Informal Resolution via Mediation programs into the scope of LFS's coverage. In addition, the project has begun a full review of statistics and reporting, including the OIPRD's overall strategy and approach to reporting, as well as individual reports and statistics (internal and public). This part of the project also includes creating new reports and statistics for the CSR and Informal Resolution via Mediation, and where needed for existing programs and processes.

- **OIPRD Website Renewal Project**

The OIPRD has undertaken a website renewal project to comply with Web Content Accessibility Guidelines (WCAG 2) to ensure that the website is accessible for everyone. The redesign and updates to the OIPRD website will also make the site more dynamic and interactive, incorporating video and social media functionalities.

- **Quality Assurance Audit of Police Services**

In 2012 the OIPRD had an independent compliance review conducted on a sample of police services across Ontario. The purpose of the compliance review was to identify the strengths of police services regarding their handling of public complaint inquiries, to analyze the key areas for improvement and to determine where the OIPRD should focus outreach and education initiatives. In 2013 the OIPRD provided the results of the compliance review to police chiefs. Many chiefs responded promptly, committing to improving staff knowledge about the public complaint process and to ensuring public access to OIPRD resource material at their police stations.

Mandate

The OIPRD was established under the *Independent Police Review Act, 2007 S.O 2007 C.8 (IPRA)*. The IPRA replaced Part V of the PSA, establishing new guidelines for public complaints. The act provides for a system for handling public complaints about the police in Ontario that is administered by an independent civilian oversight organization.

The OIPRD began work on October 19, 2009, as an independent, neutral, arm's-length agency of the Ontario Ministry of the Attorney General. Its mandate is to deal with all public complaints regarding the conduct of police officers, the policies of a police service and the services provided by the police. It works cooperatively with both complainants and police to investigate and resolve complaints. It makes decisions independently of the police, the government, and the public.

The OIPRD is responsible for receiving, managing and overseeing all public complaints about the police in Ontario. As an independent civilian oversight agency, it makes sure that public complaints about police are dealt with in a manner that is accountable, transparent, effective and fair to both the public and the police.

The act requires that the Independent Police Review Director (IPRD) must never have been a police officer and that staff of the OIPRD cannot be serving police officers. This means that all employees of the OIPRD are civilians.

Purpose and Goals

Central to the OIPRD's work is the belief that public confidence in the public complaints system will build greater community confidence and trust in police services as a whole, and will contribute to increase the overall effectiveness of police. The OIPRD's goal is to provide effective oversight of public complaints, promote accountability of police services across Ontario and increase public confidence in the complaints system through:

- oversight of public complaints through to their conclusion
- encouraging resolution of complaints
- education and outreach to both police and the public
- Director's Resource Committees
- audits of the administration of the complaints system
- systemic reviews
- investigation of complaints

To fulfil these commitments, OIPRD is guided by the principles of:

- **Accountability:** improving transparency and accountability of the public 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 conducting 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 the diversity in delivering OIPRD services

Diversity, Inclusion, Employee Engagement and Accessibility Plans

The OIPRD is committed to providing an inclusive and accessible environment in which all members of the public have equal access to its services and are treated with dignity and respect. The OIPRD aims to provide its services in accordance with the Ontario Human Rights Code (the Code) and the Accessibility Standards for Customer Service made under the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA.)

The OIPRD is also committed to ensuring that the principles and values of diversity, inclusion and accessibility are embedded into all aspects of the agency's business. The OIPRD endeavours to be

responsive to and inclusive of diversity and inclusion through our people, processes and services with measurable results.

The OIPRD demonstrates its commitments to these values by publicly posting its diversity and inclusion and its accessibility three-year plans on the website, and including statements about diversity, inclusion and accessibility in annual reports. The OIPRD is committed to establishing an evaluation process to measure the impacts of the organization’s diversity and inclusion initiatives with the aim of achieving the best-possible long-term outcomes.

The OIPRD is currently developing its employee engagement action plan. The plan will include policies and initiatives to recognize employee roles and contributions help create a culture of engagement in the OIPRD, and strengthen organizational performance. The plan is targeted for completion by the end of March 2014.

Staff Numbers (Staff Strength)

Currently the OIPRD has 49 permanent FTEs and five temporary unclassified employees to assist with regional investigations and requests for review. The agency’s FTE complement is made up of one Crown employee, two senior management staff, three ALOC, with the remainder being MCP, AMAPCEO and OPSEU.

Three-Year Financial Plan

The OIPRD was approved in 2013–14 with the following multi-year financial resources.

Standard Account	2013–14	2014–15	2015–16	2016–17
	\$M			
Salaries and Wages	4,376.30	4,376.30	4,376.30	4,376.30
Benefits	448.00	448.00	448.00	448.00
Transportation & Communication	295.30	295.30	295.30	295.30
Services	1,644.90	1,652.10	1,652.10	1,652.10
Supplies & Equipment	574.10	574.10	574.10	574.10
Total	7,338.60	7,345.80	7,345.80	7,345.80

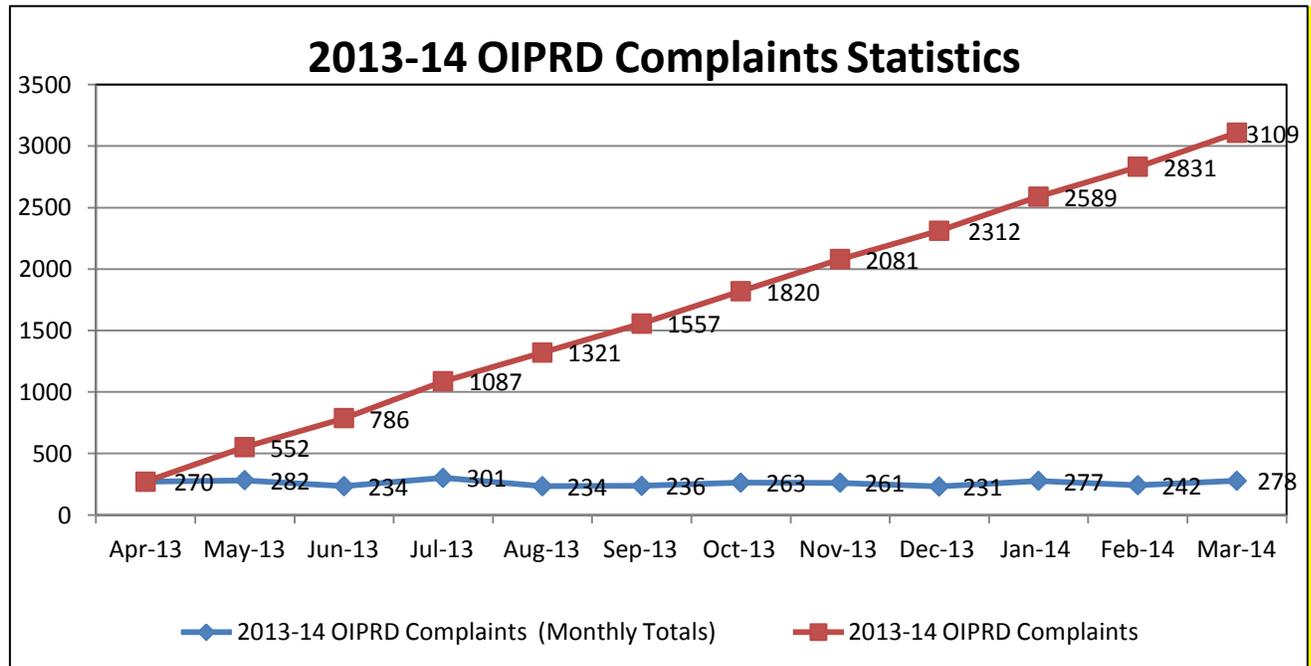
For fiscal year 2013–14, the agency is forecasting under spending between the original budget and the actual expenditures, primarily in the services account due to the following:

- outreach and mediation programs to enhance local and informal resolution processes are still in the in the start-up phase
- inability to implement the province-wide fee for service investigation program
- other savings in identified in operational costs

2013–14 OIPRD Forecasted Public Complaints

The OIPRD is forecasting a total of 15,079 complaints to be received since the Agency opened on October 19, 2009.

Between April 1, 2013, and December 31, 2013, the OIPRD received a total of 3,109 complaints, an average of 257 per month. Of the total complaints received, 1,419 (61 per cent) were filed electronically, using the e-filing system. The OIPRD expects to receive approximately 3,109 complaints for the 2013–14 fiscal year.



Notes: 1) Chart contains data based on actual complaints received in 2013/14 for April 1 to December 31, 2013. Data for January 1, 2014 to March 31, 2014 are estimates, based on the average number of complaints from 2011–12 and 2012–13 for each month.

2) 2013–14 OIPRD Complaints are cumulative totals, by month.

The current fiscal year trend indicates a slight drop in the number of complaints compared to last year. However, the workload of the agency continues to rise. There are a number of factors that are contributing to the increasing workload of the agency:

- increase in request for reviews
- consideration to refer or retain a complaint
- outreach strategies
- more complex and multi-party complaints
- increase in disciplinary and court hearings and proceedings

Performance Measures

After a detailed review of agency policies, procedures and processes for handling complaints, the OIPRD has identified the following performance measures to be tracked on an ongoing basis. The

identification and tracking of these timelines will help ensure best practices and continual improvement:

- **Seven-day local resolution timeline:** The police service has seven days after the conclusion of a local resolution to send the completed forms to the OIPRD. The form must be signed, dated and a description of the resolution.
 - **Quarterly reporting of local inquiries:** Regulation 263/09 requires police services to report the number of local inquiries to the OIPRD every quarter.
 - **Police services are required to post or display information about the complaints process in an area that is accessible to the public and in the form provided by the OIPRD:** Police services must display brochures, posters, forms or any other material provided by the OIPRD in all divisions.
 - **Screening of complaints:** The OIPRD will endeavour to complete the screening of a complaint within 10 days of its receipt. Should more information be required to screen a complaint, the police service has 14 days from the request to provide additional information.
 - **45-day investigative report update:** Investigators must provide a 45 day update regarding the progress of the investigation. This applies to OIPRD and police service investigators.
 - **60-day report for policy and service complaints:** The chief of police is required to complete a report responding to policy and service complaints within 60 days of referral from the OIPRD.
 - **120-day investigative report:** Investigations must be completed within 120 days unless an extension has been requested in writing and granted. This applies to OIPRD and police service investigators.
 - **Complete requests for reviews within 47 days:**
 - the legislation placed a timeline of 30 days for requests for reviews.
 - the chief has 14 days from receipt of the request to provide all files relating to the request for review and to provide any response to request for reviews.
- Note:** Given the timeline for receipt of materials from the police service and the time to respond, reviews are expected to be completed within 47 days of the request for review.
- **Any complaint handed in to a police service or police services board must be forwarded to the OIPRD within three business days:** The police and board have three business days to forward public complaints to the OIPRD.

Comparative Performance Measures Achieved

Performance Measures	Actual Percent Achieved			3 Year Performance Target
	2011–12	2012–13	2013–14 (As of Dec 31, 2013)	
60-day report for policy/service complaints	41%	31%	43.5%	60%
14 days to receive investigative file from service when review is requested	90%	71%	89.6%	85%
120-day investigation referred and completed	57%	54%	69.7%	65%
10-day screening	93%	59% *	87.3%	85%
Seven-day local resolution	68%	98%	98.2%	75%
47-day request for reviews			62.2%	60%

* Due to increased workload and staffing issues. The agency has revised its methodology in compiling the data used to calculate this performance measure.

Three-Year Performance Targets

As the OIPRD moves forward, it will concentrate on implementing updates to its policies and procedures to provide more efficient service and support its vision. The agency's past experiences and lessons learned provided it with necessary tools and information to re-evaluate its business. Over the next three-year period, the OIPRD plans to achieve the performance targets below:

Performance Measures	2014–15 to 2016–17 Performance Target
60-day report for policy/service complaints	60%
14 days to receive investigative file from service when review is requested	85%
120-day investigation referred and completed	65%
10-day screening	85%
Seven-day local resolution	75%
47-day completion of request for reviews (new)	60%