



# OIPRD

OFFICE OF THE INDEPENDENT  
POLICE REVIEW DIRECTOR

2016/17 – 2018/19

## Business Plan

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## Mandate

The Office of the Independent Police Review Director (OIPRD) was established under the *Independent Police Review Act, 2007*. The act replaced Part V of the *Police Services Act (PSA)*, establishing a new system for public complaints about the police in Ontario. The OIPRD is an independent, neutral, arm's-length agency of the Ontario Ministry of the Attorney General.

The OIPRD's mandate is to receive, manage and oversee all public complaints regarding the conduct of police officers, the policies of a police service and the services provided by the police. The OIPRD's vision is an accessible public complaints system that upholds the public's trust, and investigates complaints in a fair, effective, accountable and transparent manner, respecting all stakeholders. The agency's mission is to provide effective management and oversight of public complaints, promote accountability of police services across Ontario and increase public confidence in the complaints system.

The 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

The OIPRD's mandate aligns with the government's priority of promoting fairness and access to justice and with the Ministry of the Attorney General's (MAG) vision of an innovative, sustainable and responsive justice system that inspires public confidence and upholds the rule of law. In line with the Agency and Tribunal Relations Divisions (ATRD) strategic plan, the activities that the OIPRD has outlined in this plan for the next three years are all driven by its priorities of improving services to the public and increasing accountability within the public complaints system.

## Key Achievements for the Previous Year

### Key achievements for 2015-16:

The agency held a number of mediation and facilitative resolution training sessions for the agency's staff and police services in support of the Mediation Program in the fall of 2015. The OIPRD's Mediation Program is an alternative dispute resolution program designed to help complainants and respondent officers involved in public complaints to arrive at a mutual resolution. With the help of a trained mediator, the parties explore resolution options and may be able to avoid the investigations process.

The OIPRD streamlined its case management process by updating and implementing a case management manual with business process maps that include changes to case management protocols and processes.

Working with the Ministry of Community Safety and Correctional Services (MCSCS) and the integrated Security Unit (comprised of Ontario Provincial Police and eight municipal police services), the OIPRD developed and implemented a successful protocol that would allow communication among the organizations to address any public complaints arising during the Pan Am and Parapan Am Games.

The OIPRD legal unit responded to an increasing number of judicial review applications, *Youth Criminal Justice Act* applications for access to youth records, appeals to the Ontario Civilian Police Commission (OCPD), Human Rights Tribunal of Ontario (HRTO) applications and *Police Service Act* disciplinary hearings.

The OIPRD increased outreach and training to police services, police services boards, police associations, policing organizations including the Ontario Association of Chiefs of Police (OACP), Ontario Association of Police Services Boards (OAPSB) and a wide variety of community groups and organizations, universities, law schools, colleges and high schools. The Director presented at numerous conferences and educational sessions across Canada, and was consulted both nationally and internationally on civilian oversight.

The OIPRD redesigned and revised its complaints brochure with detachable complaint form to make it more accessible, and to explain the complaint process more clearly to the public. The new design will help in eliciting more complete complaint information and assist the OIPRD to more effectively and efficiently process complaints.

The OIPRD has taken steps to create a more robust online presence and reach Ontarians online by refreshing the look and feel of its website and building its Twitter profile. By increasing digital outreach, all Ontarians will have a better understanding of the oversight role the OIPRD plays in managing public complaints against the police in Ontario.

Work continued on systemic reviews. The OIPRD is expecting to release its systemic review report of the OPP's practices for obtaining voluntary DNA samples during criminal investigations in early 2016.

The OIPRD implemented the external Job Shadowing Pilot with six other agencies and tribunal clusters (Environment and Land Tribunals Ontario, Alcohol and Gaming Commission, Ontario Human Rights Commission, Safety, Licensing Appeals and Standards Tribunals Ontario, Special Investigations Unit, Social Justice Tribunals Ontario) in support of staff seeking opportunities that would continue to enrich their Ontario Public Service (OPS) work life, build strong organizational and staff competencies that will be transferable across organizations and advance employee engagement with agencies and tribunals. In addition to the external pilot, the OIPRD also continued an internal job shadowing program.

On August 27, 2015, the OIPRD hosted its 2<sup>nd</sup> annual Citizenship Ceremony for new Canadians and their families. The participants took their Oath of Citizenship and received their citizenship certificates. By hosting this event, the OIPRD sought to renew its recognition of the diversity within Canada, to foster inclusion and to show its support for new Canadians.

## Environmental Scan

### External Factors:

The past year has seen an increase in public interest in policing issues. Media have published and posted articles on civilian oversight of police, use of force incidents, police involvement with people with mental health issues, police street checks, follow-up on the Toronto G20 and allegations of racial bias by police. More and more, individual complainants are taking their complaints or the outcomes of their complaints (screened out or unsubstantiated) to the media. The media is also publishing excerpts from the Director's letters to complainants and investigative reports. The OIPRD regularly receives media questions about these individual complaints. These types of questions cannot be answered due to confidentiality restrictions laid out in the PSA. The vast majority of articles published about individual complaints have contained negative comments about the OIPRD. The OIPRD is experiencing greater public scrutiny of its decisions and processes.

On August 13, 2015, the Ontario government announced that it is consulting the public on a new "Strategy for a Safer Ontario" that will include updating the PSA. The consultations sought input on how to:

- Enhance accountability and strengthen civilian governance of police services boards as well as how to ensure police oversight bodies are effective and have clear mandates
- Improve interactions between police and vulnerable Ontarians, including enhancing frontline responses to those in crisis
- Clarify police duties, modernize training programs and deliver services using a range of public safety personnel
- Develop a provincial framework for First Nations policing to ensure equitable and culturally responsive policing for the province's First Nations communities

In June 2015 the Minister of Community Safety and Correctional Services announced that Ontario would move to standardize police street checks across the province, and establish rules regarding these encounters. Public consultations were held on topics, including the circumstances when police may ask an individual for information, the rights of those being asked for their personal information, mechanisms to enhance accountability, training requirements, data collection and retention.

On October 28, 2015, the Minister of Community Safety and Correctional Services released two draft regulations for public comment. The regulations will prohibit the random collection of identifying information by police and establish clear new rules for voluntary police-public interactions where identifying information is collected. Among the proposed new rules is the stipulation that police officers would be required to provide a document to individuals from whom they attempt to collect identifying information which must include: the officer's name and badge number, date, time, location and reason for collection, how to access the information collected, and information about how the individual can contact the OIPRD to file a complaint.

Any changes to the PSA affecting civilian oversight and Part V of the act will have an impact on OIPRD processes and the way the agency conducts its business. Regulation regarding street checks will affect OIPRD business, most likely increasing the number of complaints received and OIPRD workload.

The Ministry of the Attorney General is currently engaged in a mandate review of the three civilian police oversight bodies in Ontario: the OIPRD, Special Investigations Unit (SIU) and the Ontario Civilian Police Commission (OCPC). There has been discussion about the possibility of increasing the oversight mandate of the OIPRD. If changes were to be implemented, the OIPRD would have increased responsibilities which may significantly impact its human, financial and facility resources.

In order to ensure the OIPRD's mandate to manage oversight of public complaints can be carried out with fewer impediments, the Director has brought forward recommendations to MCSCS and MAG to amend the PSA.

## **Internal Factors:**

### **Rules of Procedure**

Updated OIPRD Rules of Procedure are being finalized. The new Rules will clarify existing practices, address procedural and legislative gaps and reflect recent jurisprudence. The new Rules will have an effect on the way the OIPRD conducts its business.

## **Complexity of Cases- workload**

The complexity of the complaints that the OIPRD receives has increased. Complicated complaints require more staff hours to screen, investigate and manage. The number of legal matters involving the OIPRD has increased, with OIPRD legal counsel responding to an increasing number of applications for judicial review, applications before the HRTO, appeals before OCPC and applications seeking access to OIPRD records. This increased pressure on the legal unit has the potential to affect the timeliness of OIPRD processes and investigations and as a result, complainant and respondent officer satisfaction. Systemic reviews also create a significant resource impact on the office. The OIPRD does not have dedicated staff to conduct, investigate and write these reviews.

## **Strategic Directions**

The OIPRD has identified five clear priorities that will shape the agency's direction over the next three years. These priorities align with the ministry key priorities of modernizing processes and technology, maintaining core functions, developing and retaining skilled people and promoting accountability and value for money. OIPRD priorities include:

- To maintain effective core agency functions while enhancing and streamlining processes and supporting technology
- To ensure the integrity of the public complaints system
- To promote accountability of police services in order to help increase trust and confidence in police and policing
- To raise awareness of the OIPRD
- To develop and retain an inclusive, diverse, skilled and engaged workforce

The agency has set out a number of planning goals to support its strategic priorities.

### **Maintain effective core agency functions while enhancing and streamlining processes and supporting technology:**

- Ensure efficient intake and effective case management of complaints
- Continue to encourage meaningful resolution of complaints where appropriate, through mediation and the customer service resolution program
- Provide clear and accurate information in response to inquiries from members of the public
- Ensure high quality, timely investigations of complaints retained by the OIPRD
- Oversee referred complaint investigations, ensuring they are thorough and objective, by reviewing all police investigative reports to identify deficiencies and recommend actions to be taken to the Director
- Continue to meet the challenges of ongoing fiscal constraints and manage resources efficiently and effectively to meet the agency's operational and strategic goals

- Ensure an efficient technology enabled business process through I&IT renewal and plans for the OIPRD to ensure stability and reduce risk to the OIPRD's case management and data file systems

#### **Ensure the integrity of the complaints system:**

- Increase consistency in the complaints process throughout Ontario
- Seek legislative amendments to the PSA to more effectively manage and oversee the public complaints system
- Seek an Order-in-Council pursuant to the YCJA in order to access youth records so that the OIPRD may more effectively deal with complaints involving youths
- Research and report on emerging legal issues

#### **Promote accountability of police services in order to help increase trust and confidence in police and policing:**

- Conduct performance audits on the administration of complaints by police services
- Increase police service awareness of OIPRD processes and programs by providing training to frontline police officers, police front desk staff, police foundations and justice programs in universities and colleges
- Undertake research of policing issues of concern to the Director for potential systemic reviews

#### **Raise awareness of the OIPRD:**

- Deliver outreach and education to raise awareness of the OIPRD and its processes to targeted community stakeholders and policing organizations
- Develop and manage public information such as website content, annual reports, printed communication and informational videos, increasing the variety of communications channels to provide information to the public and stakeholders
- Deliver strategies and implementation plans to manage contentious issues and provide public relations to support the Director

#### **Develop and retain an inclusive, diverse, skilled and engaged workforce:**

- Create a knowledge management framework to support the implementation of a comprehensive training program to ensure that staff are aware of issues within policing and investigations
- Develop strategies for succession planning in preparation for future operational needs
- Increase employee engagement through the implementation of an employee engagement strategic plan while fostering an inclusive work environment that respects and embraces diversity

These goals rest on having appropriate resources and funding for the agency, and legislation, regulations and policies that support agency goals.

## Overview of Programs and Activities

The OIPRD:

- Receives public complaints and makes decisions within 10 days of receiving a complaint regarding whether complaints will be screened out and closed, or screened in for investigation, and whether screened-in complaints will be retained or referred to a police service for investigation
- Provides opportunities for complainants and respondent officers to voluntarily resolve complaints before they are formally screened through the Customer Service Resolution (CSR) program
- Corresponds and liaises with complainants and police services and tracks the progress of complaints through to completion
- Promotes Informal Resolution as a way to resolve less serious allegations of misconduct during the investigation of a complaint
- Provides mediation services to allow less serious complaints to be resolved through mediation
- Oversees public complaints referred to police services. Investigations must be completed within 120 days unless an extension has been granted
- Conducts impartial and independent investigations retained by the OIPRD, with timelines similar to those imposed on police services
- Writes investigative reports for review by the IPRD, who determines whether misconduct, as defined by the PSA, occurred
- Reviews investigative reports generated by police services investigating OIPRD-referred complaints
- Takes over investigations from police services as directed by the Director
- Conducts paper reviews of investigations conducted by police services where complainants have requested a review under the PSA
- Provides the disciplinary hearing prosecutor with documents and evidence required to be presented at disciplinary tribunal hearings
- Conducts systemic reviews and audits as prescribed in the PSA
- Responds to legal proceedings such as applications for judicial review, applications for production of OIPRD records, civil claims and applications before the Human Rights Tribunal of Ontario
- Represents the public interest in appeals before the Ontario Civilian Police Commission (OCPC) and to the Divisional Court
- Ensures compliance with all federal and provincial legislation such as the *Youth Criminal Justice Act*, *Human Rights Code* and the *Freedom of Information and Protection of Privacy Act*, where necessary, bringing court applications to ensure compliance
- Ensure that participants in the public complaints system adhere to the PSA
- Advocate for legislative change to improve the public complaints system
- Develops and implements strategies and materials to raise awareness of the OIPRD among members of the public and police
- Provides education and information about OIPRD processes and activities, including annual reports and other printed and online material

## Three-year Financial Plan

### Multi-Year Operating Budget

The OIPRD was approved in the 2015-16 Program Review, Renewal and Transformation (PRRT) with the following multi-year financial resources:

#### Multi-Year Operating Budget (\$ millions)

Expense Category	2014-15 Budget	2014-15 YE Forecast	Explanation of Variance	2015-16 Budget	2016-17 Budget	2017-18 Budget
<b>Salary, Wages and Benefits</b>						
Salaries and Wages (S&W)	4.3763	4.5985	Delayed hiring staff	5.5502	5.1329	5.1329
Benefits	0.4480	0.5096		0.5380	0.5380	0.5380
<b>TOTAL Salary, Wages and Benefits</b>						
<b>ODOE (Other Direct Operating Expenses)</b>						
Transportation and Communications (T&C)	0.2953	0.1855	Lower projected expenditures	0.2953	0.2953	0.2953
Services	1.6414	0.7201		0.4995	0.8004	0.8004
Supplies and Equipment (S&E)	0.5741	0.0788		0.1834	0.5741	0.5741
<b>TOTAL Operating</b>	<b>7.3351</b>	<b>6.0925</b>		<b>7.0412</b>	<b>7.3407</b>	<b>7.3407</b>
<b>Capital</b>	<b>0.0000</b>	<b>0.0000</b>		<b>0.0000</b>	<b>0.0000</b>	<b>0.0000</b>
<b>Revenue</b>	<b>0.0000</b>	<b>0.0000</b>		<b>0.0000</b>	<b>0.0000</b>	<b>0.0000</b>

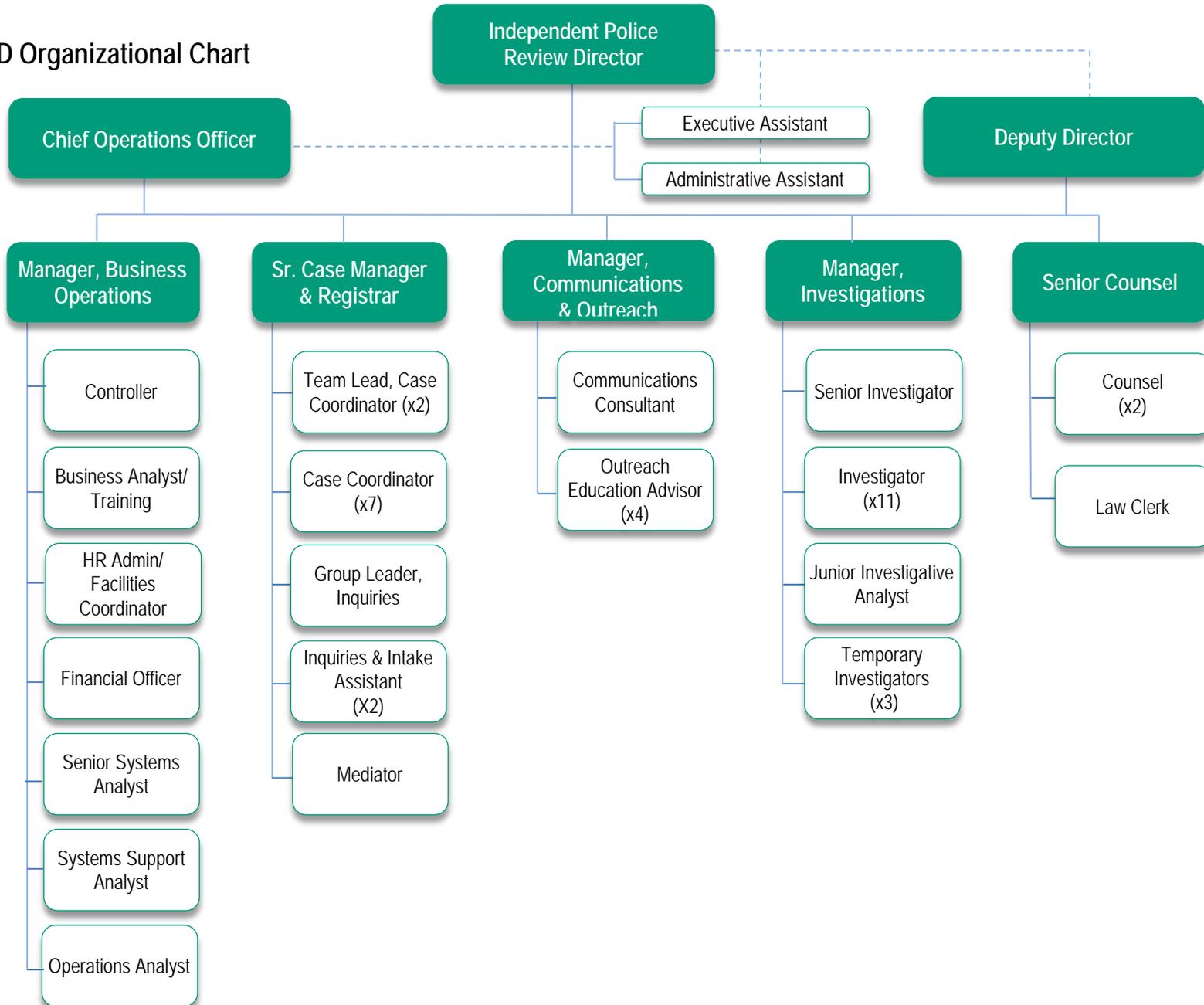
## Human Resources

### Staff Numbers (Staff Strength)

At November 30, 2015

	Management	Union	Non-Union	TOTAL
Permanent	7	45	0	52
Contract	0	11	0	11
Temporary	0	0	0	0
<b>TOTAL</b>	7	56	0	63
Order-in-Council	0	0	1	1

# OIPRD Organizational Chart



## Diversity and Inclusion Plan

The OIPRD has separate multi-year Diversity and Inclusion and Accessibility plans.

The OIPRD has four goals regarding diversity and inclusion:

- **Embed** diversity and inclusion objectives in OIPRD policies, processes and services in order to deliver the best customer services possible
- **Build** a safe and healthy working environment that embraces different perspectives, beliefs, personalities and cultures and ensures the workplace is free of discrimination and harassment
- **Reflect** the diverse population that the organization serves
- **Leverage** the diversity of OIPRD staff to deliver the OIPRD's services and respond to the needs of a diverse culture

The OIPRD endeavours to be responsive to and inclusive of the diversity of the broader community through our people, processes and services with measurable results:

- **People** – Through its hiring and people practices, the OIPRD endeavours to ensure that its staff reflect the population of Ontario. The organization is committed to provide staff with the tools they need to maintain respectful relationships with stakeholders in the expectation that they will also be treated with dignity and respect within the organization.
- **Processes** – The OIPRD continuously examines its processes, policies and practices to identify and eliminate barriers in order to foster a healthy and safe workplace environment that promotes fairness and equitable access for employees and the public.
- **Services** – The OIPRD is committed to ensuring its services are inclusive, fair and responsive and that they accommodate the diversity of values, norms and challenges of the communities and stakeholders to whom they are provided.
- **Results** – The OIPRD measures its performance through accessible methods including surveys to target groups and soliciting feedback. The organization analyses the data that is disseminated to the OIPRD Executive Management Committee for continuous improvement.

## Multi-Year Accessibility Plan

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).
- Providing accommodation for all persons with identified disabilities under the AODA in relation to services and materials provided by the OIPRD. Following consultations with accessibility stakeholder groups, the OIPRD noted barriers in regard to its facilities and methods of communications. The facility barriers have been removed; many barriers regarding information and communication have been removed and this area will continue to be addressed on an ongoing basis.

**Customer Service:** The OIPRD is committed to ensuring that all staff and stakeholders — whatever their ability — work in an accommodating environment and receive accessible goods and services. The following targets have been achieved and continue on an ongoing basis:

- Reviewing and updating policies and standards regularly to ensure high quality accessible services to stakeholders
- Consulting with key stakeholders and advisory groups on emerging or changing requirements
- Embedding accessibility requirements into staff training and orientation materials
- Using internal expertise to conduct reviews of policies and processes to ensure compliance and to improve services
- Reviewing feedback and taking appropriate action
- Providing training for staff who serve the public or make policies that shape how services are delivered

**Procurement:** The OIPRD is committed to integrating accessibility into procurement policies, procedures and practices. The following targets have been achieved and continue on an ongoing basis:

- Conducting regular reviews and updates of procurement-related directives, policies, procedures and standards
- Embedding accessibility requirements into the procurement process
- Reviewing feedback on the procurement process and taking appropriate action as needed

**Training:** All OIPRD staff have completed all training on accessibility required under the AODA and will continue to receive training beyond what is required to enhance individual and organizational knowledge.

**Information and Communication:** The OIPRD follows universal design principles and best practices when developing, implementing and maintaining information and communications strategies and products. The OIPRD has developed a training strategy to ensure that staff have the knowledge, tools and technical advice to create accessible materials and is developing guidelines, templates and best practices for creating accessible documents for common desktop applications such as MS Word, Excel and PowerPoint. The agency has achieved compliance with the WCAG commitments in the Information and Communication section of the IASR (Integrated Accessibility Standards Regulation) to ensure its website is accessible for all. The agency is also continuing to expand knowledge and use of accessible devices such as audio amplifiers, text-to-audio and video relay in American Sign Language and langues des signes québécoise.

**Employment:** The OIPRD aims to be an employer of choice that enables and encourages persons with disabilities to participate fully in all aspects of the organization. The agency has achieved the following:

- Identified and removed barriers in the workplace for staff and customers
- Understands how to accommodate various types of disabilities and their impact on work performance
- Understands employer obligations to provide employment accommodation
- Understands obligations under AODA regulations
- Enhanced workplace emergency responses through individualized emergency response information and assistance

## Performance Measures and Targets

### Comparative Performance Measures Achieved

Performance Measures	Actual Percent Achieved	
	2013-14	2014-15
60-day report for policy/service complaints	26%	73%
14 days to receive investigative file from service when review is requested	78%	62%
120-day investigation - referred and completed	66%	67%
120-day investigation report - retained and completed	25%	23%
10-day screening	79%	85%
Seven-day Local Resolution	80%	85%
47-day Request for Review	76%	88%

### Three-Year Performance Targets

Performance Measures	Performance Target		
	2016-17	2017-18	2018-19
60-day report for policy/service complaints	60%	60%	60%
14 days to receive investigative file from service when review is requested	85%	85%	85%
120-day investigation - referred and completed	65%	65%	65%
120-day investigation - retained and completed	25%	26%	27%
10-day screening	85%	85%	85%
Seven-day local resolution	75%	75%	75%
47-day Request for Review	75%	75%	75%

## Risk Identification, Assessment and Mitigation Strategies

Risk Category: ACCOUNTABILITY/GOVERNANCE						
<b>1. Risk Description:</b> <a href="#">Litigation against the agency</a>						
Risk Assessment:	Likelihood:	M	Impact:	M	Overall Ranking:	M
Link to objectives	Root cause(s)	Preventative Control(s) /Action Plan(s)		Recovery Control(s)/Action Plan(s)		Impact(s)
Overall mandate: Review and respond to complaints made by members of the public about police	Public complaints regarding service provided	The Director, COO and the legal department work in tandem and with the ministry to ensure that the agency complies with all statutory or other requirements.		The agency will usually engage CLOC for civil litigation. At times, the Director will retain external legal services to provide specialized expertise required to address issues.		Negative media reports.
<b>2. Risk Description:</b> <a href="#">Perception of inequity in provision of services</a>						
Risk Assessment:	Likelihood:	L	Impact:	M	Overall Ranking:	L
Link to objectives	Root cause(s)	Preventative Control(s) /Action Plan(s)		Recovery Control(s)/Action Plan(s)		Impact(s)
Overall mandate: Review and respond to complaints made by members of the public about police	Public complaints regarding service provided	The agency utilizes best practices in all of its operations to ensure that diversity, inclusion, equity and accessibility are addressed. Website has an e-mail capacity to provide feedback or complaints about agency services. Action is undertaken if an issue is brought forward.		The agency utilizes best practices in all of its operations to ensure that diversity, inclusion, equity and accessibility are addressed. Website has an e-mail capacity to provide feedback or complaints about agency services. Action is undertaken if an issue is brought forward.		Negative media reports.
Risk Category: OPERATIONAL						
<b>3. Risk Description:</b> <a href="#">Business Continuity in Extraordinary Events</a>						
Risk Assessment:	Likelihood:	L	Impact:	H	Overall Ranking:	M
Link to objectives	Root cause(s)	Preventative Control(s) /Action Plan(s)		Recovery Control(s)/Action Plan(s)		Impact(s)
Overall mandate: Review and respond to complaints made by members of the public about police.	Extraordinary event – severe weather/power outage, flood, fire	The OIPRD has created an internal administration operational manual to ensure compliance and consistent implementation of government policies and procedures within the agency.		In consultation with JTS and MAG, the OIPRD has developed a business continuity plan in case of extraordinary events to ensure critical business operations continue to proceed. <ul style="list-style-type: none"> <li>• Offsite access network for management and select staff.</li> <li>• The agency's applications, business and financial data are backed up quarterly</li> </ul>		OIPRD service standards can be impacted negatively resulting in failure to achieve goals and outcomes, which may negatively impact relationships with police services and/or lead to public perception that the OIPRD is unable to fulfill its mandate

			and daily.	during an extraordinary event.		
<b>Risk Category: INFORMATION TECHNOLOGY &amp; INFRASTRUCTURE</b>						
<b>4. Risk Description: <a href="#">Data security breach</a></b>						
Risk Assessment:	Likelihood:	L	Impact:	H	Overall Ranking:	M
Link to objectives	Root cause(s)	Preventative Control(s) /Action Plan(s)		Recovery Control(s)/Action Plan(s)	Impact(s)	
Overall mandate: Review and respond to complaints made by members of the public about police.	Public hacking into network, agency loses internal IT resources	<ul style="list-style-type: none"> <li>The agency has in place specific IT security measures at a high level to ensure security breaches.</li> <li>Continuously monitor the agency's physical and IT security to ensure it is up to date and security is not compromised.</li> </ul>		<ul style="list-style-type: none"> <li>Engage ITS to ascertain breach and solution.</li> <li>Have IT staff on-site to support agency's unique and specific IT needs.</li> </ul>	Potential for legal liability.	

## Implementation Plan

Key Deliverables	Target Dates	Resources
<p>Annual Report</p> <p>The agency will gather information and statistics for the fiscal year, write, design, produce and print an annual report to be tabled by the Attorney General</p>	June 30, 2016	Communications, Outreach and Education and Business Operations resources
<p>Educational video posted to website</p> <p>The agency will develop and post videos that will aid in public awareness of OIPRD processes, programs and civilian oversight</p>	May 2016	Communications, Outreach and Education resources
<p>Website content revised/refreshed</p> <p>The agency will revise the content of its website to ensure the information reflects current OIPRD processes</p>	May 2016	Communications, Outreach and Education resources
<p>Minimum 100 outreach and education sessions delivered</p> <p>The agency will provide presentations and targeted outreach and education sessions to community and policing organizations</p>	March 2016	Communications, Outreach and Education resources
<p>Develop and deliver issues management strategies to manage contentious issues</p> <p>The agency will monitor potential contentious issues that have implications for the OIPRD and implement strategies including media relations strategies to manage these issues</p>	Ongoing	Communications, Outreach and Education resources
<p>Develop an I&amp;T Renewal Strategy for the OIPRD to identify and support agency business and operational requirements, ensure stable and reduced risk to the case management and data file systems, and provide reliable and accurate reporting of program statistics</p>	December 2016	Business Operations
<p>Develop a comprehensive training plan for the OIPRD to support staff education and professional development</p>	December 2016	Business Operations
<p>Advocate for legislative change to improve the public complaints system</p>	Ongoing	Legal
<p>Seek legislative amendments to the PSA to add clarity to minor provisions and consistency in the complaints process</p>	Ongoing	Legal
<p>In consultation with MAG and two oversight agencies, review and consider the recommendations from the mandate review</p>	Ongoing	Executive Office

## Communication Plan

The OIPRD has a mandate to educate stakeholders and the general public about the public complaints system. Section 58 (4) of the PSA states that the Director shall provide publicly accessible information about the public complaints system and shall arrange for the provision of assistance to members of the public in making a complaint.

Each year, the OIPRD develops a Communications and Outreach Strategic Plan to support the goals and activities of the OIPRD, consistent with its strategic directions and priorities. The goal of OIPRD communications and outreach is to increase public awareness and provide information about the complaints system to the public and the police, in order to ensure communities and police understand how the complaint process works and why civilian oversight is important.

The OIPRD's stakeholders include police services, police services boards, police associations, complainants, community groups and the general public. The agency considers effective and timely communications to all stakeholders important to fulfilling its mandate.

The OIPRD Communications and Outreach Strategic Plan includes external and internal corporate communications initiatives. Over the next year these initiatives will include:

- Increasing the variety of communications channels, including social media, to provide information to stakeholders and the public
- Expanding the information provided to the public on the website
- Rolling out strategic outreach initiatives
- Developing a variety of outreach material to ensure stakeholder understanding and satisfaction
- Strategies to roll out announcements for systemic reviews and other OIPRD programs
- Updating printed material including the complaint form and brochures
- Developing issues management and media relations plans to manage contentious issues
- Producing an annual report
- Seeking feedback from stakeholders on the effectiveness of the public complaints system