



Office of the Independent Police Review Director

2023 – 2026 Business Plan

Table of Contents

Section 1: Mandate	3
Section 2: OIPRD 2022-2023 Staffing.....	4
Section 3: Three-year Financial Plan.....	7
Section 4: Strategic Priorities.....	7
Section 5: Performance Measures and Targets.....	10

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 OIPRD receives its legislative authority from Part II.1 and Part V of the *Police Services Act* (PSA). Upon proclamation of the *Community Safety and Policing Act* (CSPA) the OIPRD will become the Law Enforcement Complaints Agency (LECA) and gain legislative authority under that act.

Additionally, once the CSPA is proclaimed the agency's mandate will expand to include Special Constables from the Niagara Parks Commission and Peace Officers of the Legislative Assembly. The agency's jurisdiction would be further expanded if First Nations Police Services choose to opt in.

The agency 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
- Providing education and outreach to both the public and police;
- Auditing how the complaints system is administered;
- Conducting systemic reviews;
- Encouraging and facilitating meaningful resolution of complaints through alternative dispute resolutions;

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

The agency'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 agency is guided by the **principles and values** of:

- **Accountability:** Improving the 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 conducting independent investigations thoroughly and fairly.
- **Accessibility:** Building public awareness about the complaints system and being accessible to the public so that complaints about police can be made.
- **Diversity and Inclusion:** Being responsive to, and inclusive of diversity in delivering services.

The agency's mandate aligns with the government's priority of promoting fairness, providing access to justice, and investigating complaints (conduct, policy, and service). Further, it aligns with MAG's vision of an innovative, sustainable, and responsive justice system that promotes public confidence and upholds the rule of law.

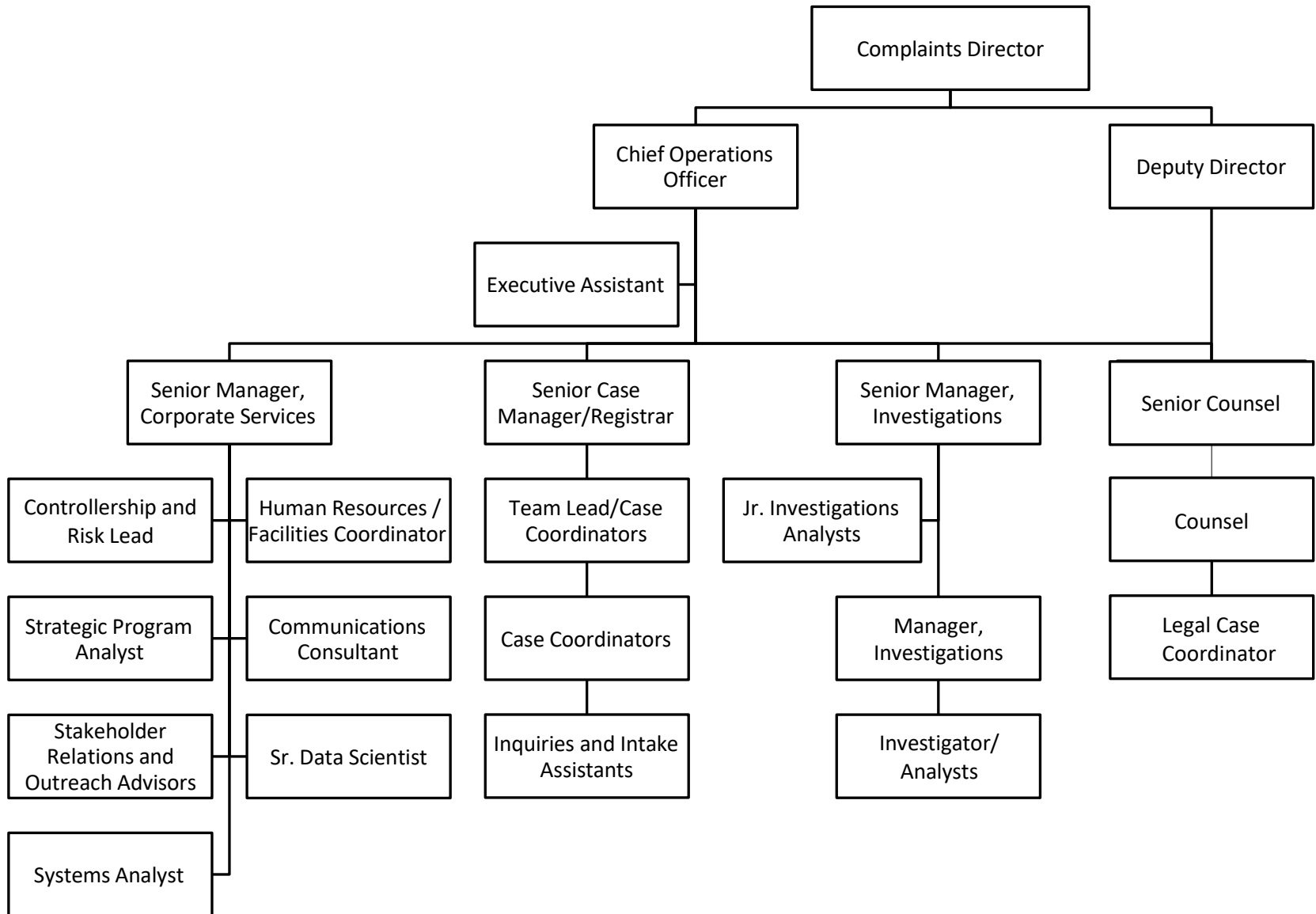
Section 2: OIPRD 2022-2023 Staffing

The agency has an allotment of 52 full-time equivalent (FTE) staff members 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**
 - Finalizes public police complaint screening process.
 - Refers appropriately deemed complaints to be investigated by either the originating or a third-party police service, and reviews informal resolutions.
 - Drafts investigative plans, oversees investigations to completion and audits investigative reports for all complaints referred to police services.
 - Authorizes Time Extension Requests on referred investigations, and reviews withdrawals and informal resolutions.
 - 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.

- Manages, in collaboration with the Legal unit, the Request for Review (R4R) process.
- **Legal Services**
 - Provides integrated legal advice and associated services to the Director and other OIPRD staff.
 - Provides legal support to investigators concerning criminal and administrative law, 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.
 - Manages policy and service complaints received by the agency.
 - Monitors substantiated cases through disciplinary hearings.
 - Manages, in collaboration with the Investigations unit, the Request for Review (R4R) process.
- **Corporate Services**
 - Provides financial, human resources, information technology, communications and outreach, controllership, procurement, 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.
 - Manages freedom of information requests.
 - 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 and outreach for the agency.

OIPRD 2023/24 Organizational Chart



Section 3: Three-year Financial Plan

Upon the proclamation of the *Community Safety and Policing Act (CSPA)* the agency will see an increase in its workload. This will result from three major factors. The expansion of the agency’s jurisdiction, the implementation of the notifications process and prosecutions. The jurisdiction expansion will 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.

Below is the preliminary allocation of the agency for the next three years. This allocation does not include funding for changes related to the CSPA.

Multi-Year Operating Budget

Expense Category	2023-24 Budget	2024-25 Budget	2025-26 Budget
Salary, Wages and Benefits			
Salaries and Wages	5.8647	5.8642	5.8642
Benefits	0.6511	0.6517	0.6517
TOTAL Salary, Wages and Benefits	6.5158	6.5159	6.5159
ODOE			
Transportation and Communications	0.1953	0.1953	0.1953
Services	0.7385	0.7385	0.7385
Supplies and Equipment	0.0500	0.0500	0.0500
TOTAL Operating	7.4996	7.4997	7.4997
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.

- Enhancing accountability of police services.
- 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.
- 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.
- Analyzing and reporting on data collected under the Anti-Racism Act, 2017. Data is collected for the purpose of identifying racial inequalities in agency processes, inform the development of new policies and procedures and ensure the complaints process outcomes are bias-free.

Influence change in police policies and practices

The agency 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 agency influences this change include:

- Utilizing the agency's notifications system to identify emerging issues and influence positive change.
- 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.
- Enhancing the Early Resolution and Informal Resolution processes to provide meaningful complaint resolution without going to investigation.

Process efficiencies for complaints management and investigations

The agency 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.

Professional, committed and engaged employees

The agency 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.

Implementation of the Community Safety and Policing Act (CSPA)

Upon proclamation of the CSPA the agency's mandate will expand. The agency will introduce new processes and adapt existing ones to meet the changes to the mandate, including:

- The agency will receive conduct complaints regarding special constables of Niagara Parks Commission, and Peace Officers of the Legislative Protection Service, as well as municipal and Ontario Provincial police officers.
- First Nations Police Services will have the opportunity to opt-into the public complaints system under LECA's jurisdiction.
- Screening and retention of investigations identified through notifications from the Special Investigations Unit (SIU), Inspector General (IG), and Police Chiefs.
- 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.

Modernization of the public complaints system

For the agency to meet its new mandate under the CSPA the agency needs to continually modernize its processes. The modernization initiatives for the agency 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 agency's new requirements resulting from the CSPA.

- Continued review of external and internal performance measures accessible to all staff via personal dashboards to enhance service delivery.
- Ongoing enhancements to electronic forms documenting and supporting service delivery.
- With the introduction of the Service-by-Service statistical web page, the agency plans to link this web page to the publishing of de-identified summaries of unsubstantiated complaints under the CSPA.

Section 5: Performance Measures and Targets

The agency tracks performance measures (PM) for both the agency and police services for activities relating to the public complaints process. Listed below are several of the performance measures and targets 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.

As the agency continues to implement the mandate changes relating to the CSPA, these measures may change to better reflect the agency’s new mandate.

Police Service Performance Measures

Performance Measure	2023-24 Target	2024-25 Target	2025-26 Target
Seven-day local resolution	75%	75%	75%
45-day early resolution	80%	80%	80%
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 agency. The form must be signed, dated, and include a description of the resolution. The agency’s case management system tracks this process electronically.

45-day early resolution

The early resolution process is intended to provide a timely resolution to complainants and should be completed in 45-business days. This PM is measured from the date the file enters to early resolution process to the date that the early resolution process is completed. Only files where all parties agree to proceed to early resolution are included in this PM. This PM captures early resolution files whose 45-business 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-days of referral from the agency. The agency's case management system tracks receipt of the 60-day report and alerts the assigned law clerk of upcoming due dates. This PM includes reports that were due within the fiscal year. As the CSPA is implemented the management of policy/service complaints will be transferred to the Inspectorate General.

120-day conduct complaint investigation - referred

Investigators endeavour to ensure that conduct complaint investigations are concluded within 120-days of commencement. To ensure compliance with the 120-day investigation report completion, the agency's 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	2023-24 Target	2024-25 Target	2025-26 Target
Two-day intake	90%	90%	90%
15-day audit	75%	75%	75%
30-day case management analysis	80%	80%	80%
47-day request for review	60%	60%	60%
120-day conduct complaint investigation - retained	50%	50%	50%
12-month end to end complaint processing	90%	90%	90%

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 send a copy of the investigation report to the agency for review. OIPRD investigators endeavour to complete an audit of these reports within 15 business days of receipt of the report. This PM includes all files where the 15-day deadline date falls within the fiscal year.

30-day case management analysis

Once a complaint file is received by the agency, the case coordinators endeavour to complete a full review of the complaint within 30 business days. If a complaint is missing information which requires staff to contact the complainant, the period the agency is waiting for 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.

47-day request for review

Complainants have a right to request a review of Chief of Police decisions related to conduct complaints investigated by police services. When the agency receives a Request for Review, the agency endeavours to complete the review within 47 calendar days. 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 conduct complaint investigations are concluded within 120 calendar days. 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 the agency 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 agency until the date the Director issues a decision. The PM includes files whose 120-day deadline date falls within the fiscal year.

12-month complaint processing

The agency endeavours to fully process all complaints within 12 months of the date they are received. This includes all processes that a complaint file may enter during its lifecycle (Screening, Investigation, Request for Review, Early Resolution, etc.). This is measured from the date the complaint is received to the date the file is fully closed. This measure includes any file where the 12-month deadline falls within the fiscal year.