

Report to / Rapport au:

**OTTAWA POLICE SERVICES BOARD
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

16 December 2019 / 16 décembre 2019

Submitted by / Soumis par:

Chief of Police, Ottawa Police Service / Chef de police, Service de police d'Ottawa

Contact Person / Personne ressource:

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**SUBJECT: MINISTRY INSPECTION: OTTAWA POLICE SERVICE MAJOR CASE
MANAGEMENT**

**OBJET: INSPECTION DU MINISTÈRE : GESTION DES CAS MAJEURS DU
SERVICE DE POLICE D'OTTAWA**

REPORT RECOMMENDATIONS

That the Ottawa Police Services Board receive this report for information.

RECOMMANDATIONS DU RAPPORT

**Que la Commission de services policiers d'Ottawa prenne connaissance du
présent rapport à titre d'information.**

BACKGROUND

In January 2001, Provincial Regulation 3/99 *Adequacy and Effectiveness of Police Service* came into effect. The Ministry of the Solicitor General reviews compliance with Provincial Adequacy Standards and Regulations through an inspection cycle that occurs every four to five years. These inspections assist policing services meet legislative and regulatory compliance obligations and improve service delivery.

Each Ministry inspection assesses and determines:

- compliance with requirements set out in the *Police Services Act* and its regulations;
- extent to which police services boards and chiefs of police follow the Ministry's guidelines for local policies, procedures and practices; and,
- extent to which the police services' practices conform to board's policies and their own procedures.

DISCUSSION

In early 2018, the Ministry of the Solicitor General announced its intention to conduct a comprehensive review across all police services to assess compliance with Ontario Regulation 354/04 *Major Case Management*. The inspection focused on the following major case categories:

- homicides within the meaning of subsection 222 (4) of the Criminal Code (Canada) and attempted homicides,
- sexual assaults, including sexual interference, and attempted sexual assaults, sexual exploitation and invitation to sexual touching, and
- criminal harassment where the harasser is not known to the victim.

The inspection reviewed major cases reported in 2016 and cleared prior to January 30, 2018. Ottawa is among the last services to be inspected during this cycle.

To support the Ministry during the inspection a dedicated liaison was appointed and full access to police personnel and records was provided to the inspection team. The process involved three phases:

PHASE	ACTIVITY AND TIMING
PRE-INSPECTION	A series of self-assessments and written submissions were provided to the Ministry Inspection Team from March 2018 to June 2019 as information and documentation were requested by the inspection team in preparation for the on-site inspection activities.

ON-SITE INSPECTION	The on-site inspection occurred 17-21 June 2019, with a pre-inspection meeting held with: Chair and Executive Director of the Board; Interim Chief and liaison staff; and, Senior Officers Association. The Ministry verbally advised the Interim Chief of its preliminary findings at a debrief meeting on 20 June 2019.
POST INSPECTION	The Ministry subsequently forwarded its formal Inspection Report to the Board and Service on 24 September 2019. As part of the post-inspection process, a Service Improvement Plan is to be submitted within 90 days of receipt of the inspection report. The SIP summarizes the Ministry's recommendations for improvement and good practice, together with the Ottawa Police Service's response to fully address each recommendation for improvement.

In summary, the Service was found to have an internal capacity to conduct investigations into major cases as required by the Ontario Major Case Management Manual. OPS has accredited Major Case Managers and qualified personnel managing major cases using the Ministry-mandated PowerCase software. Further, the OPS has procedures for undertaking and managing these investigations.

Through its review however, the Inspection Team identified the following regulatory and best practice improvements, each of which OPS has committed to implement within defined timelines:

1-3. The Chief of Police revise procedures to:

- reflect the current role of the Major Case Management Unit;
 - embed the Major Case Management procedure appendix (Policy No: 5.09(A)) as part of the investigative process, and include processes related to non-threshold major case investigations; and
 - include a scheduled review date.
4. The Chief of Police establish procedures and processes to ensure that PowerCase software is used for every major case - O.Reg.354/04 s.1(3).
 5. The Chief of Police ensures that the correct data entry standard for PowerCase entries is followed in accordance with the OMCM Manual – O.Reg.354/04 s.1(2).
 6. The Chief of Police ensure that non-threshold major cases are approved or reassigned by a Major Case Manager, including those investigated by Community Patrol officers - O.Reg.354/04 s.1(2).

7. The Chief of Police ensure that Major Case Managers notify the Serial Predator Crime Investigations Coordinator within seven days after investigating linkages between cases raising a reasonable likelihood that the same person has committed the crimes - O.Reg.354/04 s.1(2).
8. The Chief of Police should consider additional capacity and resources in ensuring that Major Case Managers, Primary Investigators, and File Coordinators are involved in making PowerCase an active investigation tool.
9. The Chief of Police should consider reviewing and establishing consistent training and processes to ensure organizational understanding of all OMCM manual definitions, for example threshold/non-threshold case classifications, and the associated relevant investigative and data entry standards.

The appended SIP provides an update on progress to the Ministry along with a committed target date by OPS to fully implement the recommended improvements.

CONSULTATION

N/A

FINANCIAL IMPLICATIONS

N/A

SUPPORTING DOCUMENTATION

Document 1: Ministry of the Solicitor General, Public Safety Division, Police Services Board Report, Inspection of the Ottawa Police Service – Major Case Management, June 2019

Document 2: Ministry of the Solicitor General, Public Safety Division, Service Improvement Plan

CONCLUSION

The OPS appreciates any opportunity to improve the services it delivers and regards the Ministry's inspection results as an organizational priority and a critical means to ensure the delivery of effective policing services to the community. The Service Improvement Plan is but one means to ensure ongoing compliance.

Our commitment to service improvement is demonstrated through an established Board approved quality assurance function that supports management in proactively maintaining compliance with legislative and regulatory requirements and the implementation of Ministry inspection recommendations.