



Policy Name:	MAJOR CASE MANAGEMENT		
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Issued By:	INVESTIGATIVE SERVICES BUREAU	Approved By:	SURREY POLICE BOARD
		Review Frequency:	AS REQUIRED

RELATED POLICIES

1. PURPOSE

1.1. To ensure the Surrey Police Service (SPS) applies Major Case Management (MCM) principles for major Crimes, consistent with the British Columbia Provincial Policing Standards (BCPPS).

2. SCOPE

2.1. This policy applies to all SPS Members.

3. POLICY

3.1. BCPPS have mandated MCM investigative standards in response to the Missing Women Commission of Inquiry. The standards require the application of MCM principles for all major crimes investigations. While these new standards do not change the methodology of major case investigations, there are key requirements and training standards for the Team Commander (TC), Primary Investigator (PI) and File Coordinator (FC).

3.2. The assessment of Major Case Files must consider the seriousness and complexity of the offence, the number of resources required to investigate and will provide direction to the investigating team in relation to the standards.

3.3. Certain cases stand out from others in terms of the seriousness of the offence, the scope or complexity of the investigation, or the resources required to successfully carry out the investigation. These investigations must be effectively planned and managed from the earliest opportunity to make effective and efficient use of resources, and to protect the public from further risk. Early and disciplined application of the principles of MCM ensures that Members can

effectively and efficiently investigate crimes, identify suspects, eliminate the innocent from police scrutiny, and focus limited resources.

3.4. SPS will apply the MCM investigative model in the following BCPPS threshold offences:

- i. homicides;
- ii. missing persons, where foul play is suspected;
- iii. found remains, where homicide is suspected;
- iv. sexual assaults under Part VIII of the *Criminal Code*, sexual interference, invitation to sexual touching and sexual exploitation under Part V of the *Criminal Code* that are suspected to be serial or predatory in nature;
- v. criminal investigations of:
 - a. workplace deaths or serious injury;
 - b. mass casualties and injuries; and
 - c. non-familial abductions;
- vi. ransom-based kidnapping and abductions/kidnaps for murder;
- vii. suspicious sudden deaths, including sudden infant deaths; and
- viii. fatal hit and run motor vehicle collisions.

4. PROCEDURE

4.1. When a serious incident or criminal event as described in section 3.4 above occurs (threshold offences), the Superintendent, Investigative Services Bureau will ensure that the incident or crime is investigated using the MCM investigative model.

4.2. Other investigations that include any of the following elements are to be referred to and assessed by a TC, PI or FC who must possess the requisite knowledge, skills and demonstrated competency, regarding the application of MCM to:

- i. Confidential Informers or Agents;
- ii. complex investigative techniques;
- iii. authorizations to intercept private communications;
- iv. investigations of violent crimes that span multiple jurisdictions or multi-jurisdictional gang/organized crime investigations;
- v. the investigation of offences or incidents that are believed to be sexually motivated and either serial or predatory in nature; or
- vi. investigations of offences or incidents that involve complex or rarely used legislation.

4.3. Based on the written recommendation of the TC, PI or FC, the decision to apply or not to apply MCM to non-threshold offences will be made by an experienced MCM investigator at the appropriate level or delegate which may include:

- i. Chief Constable;
- ii. Deputy Chief Constable, Investigative Services Bureau;
- iii. Superintendent, Investigative Services Bureau; or

- iv. Inspector, Investigative Services Bureau.

Roles and Responsibilities

4.4. The Command Triangle will:

- i. be the TC, PI, and FC;
- ii. have consistent application of MCM principles and practices;
- iii. be occupied by a Member with experience relevant to the assigned role; and
- iv. be responsible for disclosure with the FC having direct oversight of the process.

4.5. The Member assigned to the TC role will have:

- i. investigative experience in the role of a PI or FC;
- ii. experience relevant to the type of investigation;
- iii. the provincially-approved Major Case Management Team Commander course;
- iv. no disciplinary records of serious misconduct that would affect his/her ability to perform the duties of TC;
- v. early and ongoing communication with Crown Counsel to address potential legal or prosecution issues including planning and preparing for disclosure;
- vi. ensure that the police obligations under the *Canadian Victims Bill of Rights* and the *British Columbia Victims of Crime Act* are upheld throughout the major case investigation; and
- vii. consider a community impact assessment to identify risk and mitigating strategy (see BCPPS s. 5.2.6 subsections 9 through 11).

4.6. The Member assigned to the PI role will have:

- i. investigative experience relevant to the type of investigation;
- ii. a provincially-approved MCM training course; and
- iii. training in either Organized Crime or Major Crime investigative techniques.

4.7. The Member assigned to the FC role will have:

- i. previous file coordinator experience for the anticipated complexity of the investigation/disclosure; and
- ii. successfully completed the provincially-approved file coordination training.

4.8. The Members assigned to the Coordinated Investigative Team (CIT) will have:

- i. demonstrated competency and experience to undertake their assigned roles/responsibilities; and
- ii. training in Organized or Major Crime Investigative Techniques.

4.9. A serious incident investigation that is established as a Joint Force Operations (JFO) requires a Memorandum of Understanding (MOU) or Letter of Agreement (LOA) for all multi-jurisdictional investigations outlining roles, finances and responsibilities.

Case Management

4.10. SPS will use a provincially-approved MCM system to support the management of a major case investigation.

Business Rules

4.11. SPS will establish MCM business rules for MCM investigations, including:

- i. roles and responsibilities and decision-making authorities within the investigative team;
- ii. internal and external communication, including but not limited to:
 - a. investigational briefings; and
 - b. engaging with the media;
- iii. the conduct and documentation of investigative activities and strategic decisions, including but not limited to:
 - a. records of briefings; and
 - b. the maintenance of an investigative chronology, including a decision log;
- iv. file management, including but not limited to:
 - a. electronic case management system;
 - b. document management;
 - c. exhibit management;
 - d. disclosure management;
 - e. preparation of the Report to Crown Counsel;
 - f. processing audio/video and other media;
 - g. sensitive information handling; and
- v. business rules are to be communicated to and reviewed by and remain readily accessible to the members of the investigative team and reviewed and amended as necessary for consistency with any changes to legislation and case law.

Oversight and Accountability

4.12. The TC is accountable to a Senior Officer responsible for monitoring the progress of a major case investigation. The Senior Officer responsible for monitoring the progress of a major case investigation must ensure that the investigation is reviewed at appropriate intervals to support the timely identification of and response to potential issues, including at minimum:

- i. unless a suspect has been identified or there is a clear direction to the investigation, within seven (7) days of the start of the investigation; and
- ii. unless charges have been referred to Crown Counsel for approval, within eight (8) weeks of the start of the investigation.

4.13. The Senior Officer referred to above must have appropriate knowledge and skills, including previous experience in a Command Triangle role and:

- i. be able to provide objective analysis of the investigation; and
- ii. not be a member of the investigative team.

External Relations

4.14. A Crown Counsel Liaison Officer (CCLLO) is to be assigned in each MCM investigation, and:

- i. the CCLO is to work under the direction of the TC and/or FC;
- ii. the CCLO will initiate early and ongoing communication and consultation with Crown Counsel to address potential issues regarding:
 - a. complexity of sensitive judicial authorizations;
 - b. use of complex and/or novel investigative techniques;
 - c. immunity agreements for witnesses; and
 - d. disclosure and RTCC preparation.

4.15. A Victim Liaison Officer (VLO) will be assigned in each MCM investigation and:

- i. the VLO will work under the direction of the TC;
- ii. the VLO will disclose information to the victim or their immediate family with the approval and authorizations by the TC;
- iii. the VLO will document all contact with the victim; and
- iv. the VLO will ensure all police obligations under the *Canadian Victims Bill of Rights* and the British Columbia *Victims of Crime Act* with the victim(s) is documented.

4.16. A Media Liaison Officer (MLO) is to be assigned in each MCM investigation and work with the Strategic Communications Section, and the MLO will:

- i. work under the direction of the TC;
- ii. not release photographs of the victim without the consent of the victim's family, unless authorized by the TC; and
- iii. ensure all media releases are provided to the FC.

Investigative Support Roles and Expert Resources

4.17. The investigative team for a major case investigation will have access to persons with appropriate training and skills, or demonstrated competency and experience to undertake, at minimum, the following roles or functions:

- i. legal applications;
- ii. affiant;
- iii. crime analyst;
- iv. interviewers, including persons with appropriate training and skills, or demonstrated competency and experience to conduct or provide guidance with respect to interviews with vulnerable witnesses;
- v. qualified polygraph examiner;
- vi. Confidential Informer handling;
- vii. police Agent handling;
- viii. undercover operations;
- ix. physical surveillance;
- x. interception of private communications/electronic surveillance;
- xi. witness protection and handling;
- xii. extraction and analysis of digital evidence; and
- xiii. forensic experts.

4.18. The Command Triangle must consider the need to access expert resources to assist with a major case investigation, including but not limited to:

- i. behavioural sciences services (e.g., criminal profiling, geographic profiling);
- ii. forensic pathology;
- iii. forensic anthropology/archaeology;
- iv. forensic entomology;
- v. forensic odontology;
- vi. forensic botany;
- vii. pattern/wound interpretation;
- viii. blood spatter analysis;
- ix. other medical experts; and
- x. other forensic experts.

Annual Report

4.19. The Superintendent, Investigative Services Bureau will ensure that an annual report is prepared for review by the Chief Constable and submitted to the Director of Police Services, Ministry of Public Safety and Solicitor General, that includes the following information:

- i. The number of new major case investigations initiated during the year of the report, including a breakdown of these investigations by:
 - a. the type of offence or incident involved, using Uniform Crime Reporting rules regarding the most serious offence;
 - b. the status of the investigation (e.g, ongoing/concluded) at the time the report was prepared; and
 - c. the number of investigations referred to a TC, PI, or FC for assessment.

APPENDIX A: DEFINITIONS

“Command Triangle” means the Team Commander, Primary Investigator and File Coordinator for a major case investigation, who, in addition to their individual responsibilities, are jointly involved in making key decisions about the investigation.

“File Coordinator” or “FC” means a member of the Command Triangle who reports directly to the Team Commander and is responsible for establishing the business rules and system protocols; assessing investigative material and ensuring complete tasking which includes that investigative strategies are completed; and where applicable, disclosure and prosecution support is provided.

“Major Case Management” or “MCM” means a methodology for managing major incidents that provides accountability, clear goals and objectives, planning, utilization of resources, and control over the speed, flow and direction of an investigation.

“Member” means a sworn Police Officer appointed by the Surrey Police Board.

“Primary Investigator” or “PI” means a member of the Command Triangle who reports directly to the Team Commander and is responsible for controlling the speed, flow and direction of the overall investigative process.

“Senior Officer” means the rank of Inspector, Superintendent, Deputy Chief Constable, or Chief Constable.

“Team Commander” or “TC” means a member of the Command Triangle and the person to whom overall authority, responsibility and accountability for an investigation are conferred, including its resources (human and physical) and mandate, and adherence to the principles of major case management.

APPENDIX B: REFERENCES

British Columbia Provincial Policing Standards, s. 5.2 *Major Case Management*

Canadian Victims Bill of Rights, S.C. 2015, c. 13, s. 2

Criminal Code, R.S.C. 1985, c. C-46

Victims of Crime Act, R.S.B.C 1996, c. 478