

Office of the Police Ombudsman for Northern Ireland:

# LOCAL RESOLUTION PILOT PROJECT REPORT FOR PSNI D DISTRICT

June 2010 – November 2010

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## **FOREWORD BY THE POLICE OMBUDSMAN FOR NORTHERN IRELAND**

The Local Resolution Pilot Project represents an important step toward increasing the confidence of the community in the policing of Northern Ireland. The project sought to facilitate a dialogue between police and public about 'quality of service' complaints. My reason for initiating this project was a concern that my Office's legislative remit and the associated processes can actually create a barrier to the timely resolution of less serious complaints by the public. The current system prevents police from dealing immediately with less serious complaints from members of the public and currently such matters take on average 104 days to resolve. The new pilot system of local resolution achieved results in 30 days, on average.

The project would not have been possible without the assistance of the Police Service of Northern Ireland (PSNI), the community, the University of Ulster, D District's Policing Partnership, the Police Federation of Northern Ireland (PFNI) and, of course, the work of my own staff. The success of the project reflects an appetite for the engagement of the police and community in the operation of an effective complaints system contributing to the achievement of what both desire – responsible, accountable, efficient and effective policing.

Two of my Office's corporate goals relate to building confidence in the policing system, and contributing to improving policing for the community. The results of this project demonstrate that the police and community can locally resolve less serious complaints, whilst appropriately identifying those complaints, which require to be referred to my Office for independent and impartial investigation.

Due to the success of the pilot project the District Commander of D District has requested that it be continued in his District, and this has been agreed. The logistics and implications of rolling this out across Northern Ireland and the associated requisite legislative amendment will be discussed with the Chief Constable and the Policing Board.

***Al Hutchinson***  
***Police Ombudsman***

## LIST OF ABBREVIATIONS

The Office	The Office of the Police Ombudsman for Northern Ireland
OPONI	The Office of the Police Ombudsman for Northern Ireland
PSNI	The Police Service of Northern Ireland
PFNI	The Police Federation of Northern Ireland
IR	Informal Resolution
ICO	Initial Complaints Office
PSD	Professional Standards Department
CHS	Case Handling System
LR	Local Resolution
LRO	Local Resolution Officer
NISRA	Northern Ireland Statistical Research Agency
LRAB	Local Resolution Advisory Board
LRPM	Local Resolution Project Manager
DPP	District Policing Partnership
NIPB	Northern Ireland Policing Board

## 1. INTRODUCTION

- 1.a Following on from the Mediation Pilot Project in 2008 and 2009 and in keeping with the Police Ombudsman's strategic objective of finding innovative ways of dealing more efficiently and effectively with 'quality of service' type complaints, the Office launched, within PSNI D District, a six month pilot project in June 2010 looking at the introduction of a Local Resolution (LR) process in the complaints handling environment.
- 1.b LR is an informal, non-disciplinary means of resolving less serious complaints against the police. Once a complainant agrees to engage in the process, it is the responsibility of the police to conduct the local resolution with a view to achieving optimum satisfaction for the complainant. The Office, however, continues to monitor the process, as is the case currently with Informal Resolution (IR) (Section 53, Part VII of The Police (Northern Ireland) Act 1998) and a report is generated by police at the conclusion of each local resolution. Unlike IR, the LR process does not involve the PSNI's Professional Standards Department (PSD).
- 1.c Only those complaints where no criminal or disciplinary proceedings would be taken against the officer subject of the complaint, even if the complained of matter was proven, were deemed suitable for LR. Additionally, the process is entirely complainant driven.
- 1.d A Lead Manager and a Local Resolution Project Manager (LRPM) were appointed in February 2010 and the pilot project was conducted in accordance with PRINCE2 methodology.
- 1.e PSNI D District, comprising the area commands of Antrim, Carrickfergus, Lisburn and Newtownabbey, was the District chosen for the pilot project principally on the basis that there were no other projects being piloted in this District between June and November 2010.
- 1.f Inspectors and Sergeants became Local Resolution Officers (LROs) in the pilot project. This was to facilitate an enhanced role and a greater input in the complaints process from front line managers and supervisors.

## **2. THE LOCAL RESOLUTION ADVISORY BOARD (LRAB)**

- 2.a A LRAB was established in February 2010. The Board was made up of representatives from the Office, PSD, D District Command, The Police Federation of Northern Ireland (PFNI), Lisburn District Policing Partnership (DPP), the PSNI Superintendents Association and the University of Ulster.
- 2.b The Board met a total of four times during the project life span. Monthly reports were forwarded to the board members updating them on the progress of the pilot and highlighting any issues which may have arisen.
- 2.c The Board's role was to advise the Project Team and review the progress of the pilot assisting where possible and providing guidance when relevant.
- 2.d The Board reviewed all documentation produced by the Project Team relating to the pilot, including this report.

## **3. PSNI D District – Subject District**

- 3.a PSNI D District comprises four command areas: Antrim, Carrickfergus, Lisburn and Newtownabbey. Appendix A is a table indicating the number of officers in each area command by station and rank. It should be noted that the number of officers can fluctuate and the figures in the table were provided by the PSNI at the end of November 2010.
- 3.b This District was chosen as the subject of the pilot project following agreement between the Police Ombudsman and the Deputy Chief Constable. No other project was on going in the District at the time of the LR pilot.

## **4. PUBLIC AWARENESS PROGRAMME**

- 4.a The Project Team undertook an extensive public awareness programme spanning the entire District. Appendix B lists the organizations contacted and the nature of the contact with each one.
- 4.b A public information leaflet was produced (see Appendix C) and distributed to all police stations in D District and to all the organizations contacted by the Project Team.

- 4.c A press release (see Appendix D) was issued to all the daily newspapers in Northern Ireland and to all the local papers which are distributed in D District.
- 4.d Information on the pilot project was also added to the Police Ombudsman's official website, [www.policeombudsman.org](http://www.policeombudsman.org).
- 4.e Below are typical comments made/questions asked by members of the public during the presentations on LR:
- will police have the resources to dedicate to local resolution?
  - is this not simply 'police on police'?
  - local sergeants are already overburdened
  - how will the complainant be assured that the complaint is being taken seriously by police?
  - Anything that makes the complaints process quicker and less formal is to be welcomed
  - Seems like a common sense approach to minor complaints

## **5. POLICE AWARENESS PROGRAMME**

- 5.a The LR Project Team presented LR on nine separate occasions to different groups of operational officers (mainly of constable rank) in the months prior to the launch of the pilot. A briefing paper was also issued to all officers attending these presentations (see Appendix E). No major issues were raised by these officers in respect of the LR process.
- 5.b A presentation on the LR pilot project was provided to PSNI D District Commander and his Senior Management Team in April 2010 and reports were forwarded to the District's Professional Standards Champion on a monthly basis throughout the pilot project. A further meeting with the District Commander took place in November 2010 in which a pilot update was provided. The feedback from Senior Management in the District was highly positive towards and supportive of local resolution.
- 5.c The LRPM also attended meetings of the PSNI Professional Standards Champions at regular intervals during the LR pilot.
- 5.d The Police Ombudsman and other senior members of staff from the Office, accompanied by the LR Team, met with representatives from the PFNI in the early stages of the project. Whilst the PFNI stressed the importance of having robust procedures in place within the pilot project, it was nevertheless supportive of the principles of LR.
- 5.e Information relating to the LR pilot project in D District was included in PoliceNet, Call-Sign, the Police Gazette and Police Beat.

## 6. LOCAL RESOLUTION OFFICERS

- 6.a A list with the names of 62 Sergeants and 22 Inspectors from D District to be trained as LROs was provided by the PSNI to the LRPM. These officers were mainly Response and Neighbourhood Officers. A total of 40 Sergeants and 18 Inspectors from the list were trained in LR.
- 6.b As with IR, the LRO must always be of superior rank to the officer subject of the complaint. The LRPM had on a small number of occasions to call upon Chief Inspectors to conduct LRs even though officers holding this rank did not participate in any training.
- 6.c The LR training took place in the two to three hour overlap in police shifts and was conducted in the main by the LRPM. A LR guidance document and LR Record of Outcome were provided to the LROs during the training and were also added to D District's pages on PoliceNet.
- 6.d Most of the Inspectors trained in LR were familiar with the IR process, having previously taken on the role of IR Inspectors. The Sergeants, however, had never dealt with complaints registered by the Office and expressed the following concerns about their involvement in the pilot project:
- Sergeants have never dealt with complaints against police and would require more substantial training, specifically in relation to what constitutes a complaint against police to be referred to the Office
  - there may be a conflict of interest for Sergeants as they could become part of the actual complaint given their supervisory role
  - very little time available to Sergeants, particularly Response Sergeants, to properly conduct local resolutions as they are already overburdened.
- 6.e The Inspectors who had conducted IRs in the past were very much in favour of LR, due in the main to the considerable reduction in paperwork it involved and the immediate and direct complaint referral from the Office.
- 6.f Both the Inspectors and the Sergeants indicated during training that they would often be called upon to deal with matters concerning police issues/operations but these matters would not be referred to the Office as the member of the public did not wish to enter into a formal complaint handling procedure.
- 6.g During the pilot project, it was on occasion difficult to appoint the line manager of the officer subject of the complaint. The reasons for this are listed below;

- Complainants, on occasion, failed to identify an officer when making their complaint to the Office and in these circumstances the LRPM appointed the LRO on duty in the area of the complained of incident.
- Shift patterns often meant that an officer's line manager would not return to duty for some time and for the sake of expediency another LRO on duty was appointed
- If the officer subject of complaint was not on duty at the time the complainant agreed to engage in LR, his/her line manager would also be off duty at that time.

## **7. SELECTION OF COMPLAINTS SUITABLE FOR LOCAL RESOLUTION**

- 7.a Only those complaints where the matter complained of, even if proven, would not lead to criminal and/or disciplinary proceedings being taken against a serving PSNI officer were deemed suitable for the LR pilot project.
- 7.b Only complaints where the complained of incident either occurred in D District or the officers involved were from this District were included in the pilot project.
- 7.c The Office uses a Case Handling System (CHS) which is allegation based and examples of the type of allegations which were considered suitable for the pilot are as follows:
- Failure to update members of the public in relation to on going investigations
  - Failure to respond to telephone calls and/or correspondence
  - Incivility
  - Failure to properly investigate reported incidents
  - Oppressive behaviour (not involving assault)
- 7.d The LRPM relocated to the Initial Complaints Office (ICO) in the Office for the duration of the live pilot project. It was the LRPM who determined whether a complainant could be offered LR. In the LRPM's absence, Complaints Officers and Complaints Supervisors made this determination.
- 7.e It should be noted that of the approximate 3500 complaints received by the Office annually, 67% of these are made directly to the Office with only around 17% of complainants making their complaint at a police station. In the local resolution pilot, only six complaints were referred to the LRPM by police within D District as being suitable for LR, the majority having been sent to senior police officers in the District by way of letter.
- 7.f Appendix F provides some case studies of the type of complaints deemed suitable for local resolution.

## **8. THE LOCAL RESOLUTION PROCESS**

- 8.a The LR process is complainant driven and can only be initiated when the complainant agrees to engage in it. The police officer subject of the complaint cannot decline LR but has the right to provide a response to the allegation being made without prejudice.
- 8.b The entire process is strictly confidential and anything which is said or done in the process cannot be used in any other criminal, disciplinary or civil proceedings.
- 8.c The main objective in LR is to resolve a complaint as quickly as possible to the complainant's satisfaction. No specific time limit to complete the process was specified during the pilot. Updates relating to the progress of a LR were sought from LROs on a regular basis by the LRPM.
- 8.d Given that the LRPM viewed all complaints received in the Office during the lifecycle of the pilot, it was she who, in most cases, made contact with the complainant to discuss the complaint details and offer LR if appropriate. The type of contact made with the complainant depended on how the complaint was received by the Office. If a telephone number had been provided by the complainant, the LRPM would try to speak to the complainant by telephone.
- 8.e In those few cases where the police service referred a complaint it had received directly to the LRPM and the LRPM had agreed that the complaint seemed suitable for LR, it was the responsibility of the police to offer LR to the complainant.
- 8.f Once the Office deemed a complaint suitable for LR, the LRPM made contact with Operational Planning in the District seeking details of which LRO in the area of the complained of incident was available to conduct the process. Contact was then made with the LRO and details of the complaint were provided so that the process could be initiated. The referral of a complaint for LR from the Office to a LRO usually occurred on the day the complainant agreed to engage in the process.
- 8.g LROs, on occasion, referred the complained of matter back to the Office as their initial enquiries revealed that the complaint was more serious than initially thought and required formal investigation.
- 8.h Should a complainant decline the offer of LR or the LR process was unsuccessful, the complaint would be referred for formal investigation by the Office. In such circumstances, IR was precluded as was any further attempt to secure the complainant's consent to LR.
- 8.i When the LRO advised the LRPM that the complaint had been locally resolved and a LR Record of Outcome had been faxed to the Office,

the complaint was closed on the CHS and a closure letter issued to the complainant together with a satisfaction questionnaire.

- 8.j The single point of contact for LROs in the Office was the LRPM. A direct telephone line was provided for this purpose and most contact between the LROs and the LRPM was by telephone and e-mail.
- 8.k When the LR process was completed, whether successful or not, the LRO sent a Record of Outcome to the LRPM. This form can be viewed in Appendix G. LROs were advised to ask complainants to sign this form and, should they decline to do so, the LRO would indicate this on the form prior to returning it by fax to the LRPM.
- 8.l It was felt that LROs should focus on the resolution of the complaint to the complainant's satisfaction as opposed to completing administrative forms and it is for this reason that the LR Record of Outcome is brief and succinct. LROs were encouraged to maintain their own records of the different stages of the LR process for the purpose of addressing any queries that might arise.
- 8.m As with IR, the complainant in a successful LR was given the opportunity to request a copy of the Record of Outcome within the three month period following the date when the complained of matter had been locally resolved. At the time of writing this report, only one complainant whose complaint had been locally resolved requested a copy of the record of outcome.
- 8.n Complainants willing to engage in the LR process were advised that they would be able at any time to contact the Office should they have any queries or issues about the manner in which the LR was progressing.
- 8.o From 01/06/2010 until 30/11/2010, the Office received 225 complaints arising from D District. Of these, 63 (28%) were deemed suitable for LR and of these 32 (14%) were locally resolved at the time of writing this report. This appears to reflect what currently occurs in all the other PSNI Districts in relation to the resolution of less serious complaints. Appendix H represents a table of all the complaints considered by the LRPM throughout the pilot's life cycle with details of their current status.
- 8.p The average time taken to locally resolve complaints was 30 days (this includes weekends and public holidays). Appendix I compares the LR results in the six month pilot project in 2010 to the IR results for the same period in 2009 and in the same District.

## 9 COMPLAINANT SATISFACTION SURVEY RESULTS

- 9.a Satisfaction survey forms (see Appendix J) were sent to all complainants who had engaged in the LR process, whether their complaint had been locally resolved or not. Returned forms were referred to members of staff seconded by the Office from the Northern Ireland Statistical Research Agency (NISRA) for analysis.
- 9.b In total 42 complainants engaged in LR and of these 17 returned completed survey forms. The number of respondents was deemed too small to provide any meaningful detailed analysis. However, the following can be reported:
- The majority of complainants were satisfied or very satisfied with all aspects of the service provided at first contact. **Comment – “It is a fast efficient process that I believe should be the first step to resolution. Hopefully after using this service, no further action needs to be taken”.**
  - There was a high level of satisfaction reported regarding the service provided by the LRO, although a small number of complainants said they were dissatisfied with certain aspects of the process. **Comments – “The officer concerned was aware of the difficulties concerning my complaint. He was understanding and polite and helpful”.**  
**“Not sincere or convincing enough – shallow at point of delivery”.**
  - Complainants reported high levels of satisfaction with the overall LR process, in particular with the professionalism and politeness of the Police Ombudsman staff. **Comment – “Everything was explained to me and anything I didn’t understand was repeated and re-explained”.**

## 10 OFFICERS SUBJECT OF COMPLAINTS SURVEY RESULTS

- 10.a In all locally resolved complaints, the LRPM made e-mail contact with the identified officer subject of the complaint seeking confirmation that they had been contacted by a senior officer and had been advised that the complaint was being dealt with in the LR process. Officers were also offered the opportunity to comment on the process and their experience of it. The e-mail did not contain a questionnaire and the officers who responded to the e-mail differed considerably in the amount of information they provided. It was not possible therefore to conduct any meaningful, statistical analysis of the responses provided

but below are examples of the comments officers made regarding the LR process:

- the process was quick and painless
- the matter would not have been upheld had it gone through the formal Ombudsman complaint process
- this pilot scheme is a good idea ... the complaint itself was unjustified
- I had no input ... I may have welcomed the opportunity to discuss my options
- An appropriate method of resolving the complaint
- I am pleased at the speed at which the matter was dealt with
- ... was happy with how everything went.
- ... I am far from happy with the process ... didn't believe the complaint should have been closed off to myself
- I am still shocked that the person involved complained about me
- I think it a good idea
- quick and effective

## **11 LOCAL RESOLUTION OFFICERS STRUCTURED INTERVIEW RESULTS**

11.a LROs were interviewed by the LRPM in the month of December 2010. A structured interview format was used allowing these LROs to freely express their views on different aspects of the pilot project. This exercise involved in total nine Sergeants, 21 Inspectors and two Chief Inspectors. The main findings were as follows;

- Easy, straightforward, quick and streamlined process
- Some LROs expressed concern about the increased workload and indicated that shift patterns can delay resolution
- Some LROs felt that refresher training would be a good idea and suggested including their experiences of LR in the pilot project in the training programme
- The majority of LROs agreed that to safeguard the transparency and independence of the complaints handling system and reassure the public, the Office should retain control of all complaints.
- Some LROs felt that it was not a good idea to refer a complaint to the complained against officer's direct line manager as this could, from the complainant's perspective, jeopardize the impartiality of the LR process. Other LROs felt that using the direct line manager was a good idea due to this manager's knowledge of his/her team and the manager's need to be aware of any issues arising with his/her officers
- Most LROs retained records of LRs in their notebooks or journals.

- There was consensus among LROs that deadline dates should be provided to them by the Office in respect of the length of time taken to locally resolve a complaint.
- All LROs stated that they would feel very confident about using the LR process.

PSNI D District's Commander had the following to say about LR:

***"Recently the Chief Constable heralded the need for a return to common sense policing. The Local Resolution project, is an example of such common sense. Frequently members of the public do not want to become enmeshed in a convoluted complaints procedure but they do want their concerns to be made known and they do want to be assured that appropriate action will be taken. The Local Resolution project delivers on these desires. Ultimately complaints affect community confidence and it is imperative that supervisors and managers are empowered and placed to take action that will reduce any crises in confidence. Early intervention of this nature enables us to refocus officers on personal, professional and protective policing where necessary."***

## **12 LESSONS LEARNED**

- 12.a It was stressed to LROs during training that local resolution should be carried out expeditiously and any undue delays should be avoided. No deadlines were specified and it was the LRPM who sought updates from the LROs. This was not a major issue in a pilot project limited to one PSNI district. It would, however, be important to provide a deadline date for a first update to the Office should local resolution be extended to other districts. A period of four weeks from the date the complaint matter is referred to a LRO has been suggested with an expectation that some action will have been taken by the LRO much sooner than this.
- 12.b Whilst PSNI D District encouraged as many Sergeants and Inspectors as possible to participate in LR training, the operational constraints imposed on certain officers, particularly in Response Units, led, on occasion, to delays in the referral of a complaint suitable for local resolution. Consideration must therefore be given to reviewing the suitability of certain line managers and supervisors to engage in the process.
- 12.c Whilst some minor adjustments were made to the Office's CHS for the purpose of facilitating the pilot project, it was the responsibility of the LRPM to maintain separate records for reporting purposes. This was a labour intensive exercise which could be greatly reduced with the addition of specific LR data screens on the CHS. Any such enhancements would require to be scoped and costed.

- 12.d Whilst LROs were encouraged to maintain records of all actions taken during the LR process, only the briefest of detail was requested on the LR Record of Outcome. The structured interviews of LROs demonstrated that various different means were used to maintain records and the type of information recorded also varied. As local resolution requires monitoring by the Office, thought should be given to creating a more consistent approach to record keeping by LROs so that any monitoring can be carried out quickly and effectively.

## **13 CONCLUSIONS**

- 13.a Based on the results of the various surveys conducted and the feedback received during and on completion of the pilot project, it would appear that the use of LR has been well received both by the public and by the police.
- 13.b Most complainants were satisfied that their complaint was being treated seriously and valued the opportunity to discuss it with a senior police officer. In the majority of cases, when the process was clearly explained, the complainant's expectations were managed and action was taken swiftly to resolve the matter, the LR was successful.
- 13.c The majority of LROs considered the process to be quick, easy to understand and even more informal than the IR process.
- 13.d Not all trained LROs are suited to this role due to operational imperatives associated with their unit.
- 13.e In the absence of PSD, the onus fell upon staff within the ICO to ensure that the LR process was monitored effectively. This may have resourcing implications for the Office should LR be rolled out.
- 13.f It would appear that there are varying degrees of understanding within the PSNI as to what constitutes a complaint requiring referral to the Office and more robust guidelines are needed by way of clarification. The fact that there were only few referrals directly from police during the six-month pilot project reinforces this point.
- 13.g Empirical evidence demonstrates that not only was LR welcomed by those involved but also that the process was more than three times quicker than IR.

## RECOMMENDATIONS

### OPONI

- 14.a That the Office continue LR within PSNI D District.
- 14.b That guidelines should be issued to police clarifying what constitutes a complaint requiring onward referral to the Office.
- 14.c That the Office review its internal structures to ensure that adequate resources and robust operational procedures are in place to meet any future demands brought about by the expansion of LR.
- 14.d That the Office build enhancements to its CHS to specifically meet the recording, monitoring and reporting requirements of the LR process.

### OPONI/The Department of Justice

- 14.e That OPONI's five year legislative review includes a recommendation that the law be amended to fully accommodate local resolution. This should enable front line police supervisors to locally resolve less serious complaints made directly to police. The outcome of local resolutions conducted in this manner should be forwarded to the Office for recording and monitoring.

### OPONI/The PSNI/The Northern Ireland Policing Board (NIPB)

- 14.f That the Office publicly commit itself to the principle of less serious complaints being dealt with by front line police supervisors and managers with robust monitoring by the Office. This will involve collaborative work with the PSNI and the NIPB.
- 14.g That a working party representing the Office, the PSNI and the NIPB should be established to scope the feasibility of rolling out LR to all PSNI Districts.

The Deputy Chief Constable made the following assessment of the LR pilot project;

***“The Local Resolution project has been a worthwhile venture that has enabled local police to deal with issues that affect the confidence in policing of those who work and live in 'D' District. I am encouraged that the pilot has been successful to the extent that the District and the Office of the Police Ombudsman for Northern Ireland have agreed to embed the local resolution practice as standard business. It is important that first line supervisors and managers know of public concerns first hand and, having that knowledge, they are then placed to bring matters to an early and meaningful conclusion without any undue bureaucratic burden”.***

## Appendix A – PSNI D DISTRICT

STATION/STATUS	NUMBER OF OFFICERS	RANK OF OFFICERS
Lisburn/Full time	103 16 6 2 2 1 10 4 1	Constables Sergeants Inspectors Chief Inspectors Superintendents Chief Superintendent Detective Constables Detective Sergeants Detective Inspector
Dunmurry/Limited Opening	27 5 1	Constables Sergeants Inspector
Hillsborough/Limited Opening	7 1 1	Constables Sergeant Inspector
Moira/Limited Opening	5 1	Constables Sergeant
Dromara/Closed to the public	N/A	N/A
Sprucefield/HET	N/A	N/A
Antrim/Full time	69 10 3 1 15 2 1	Constables Sergeants Inspectors Chief Inspector Detective Constables Detective Sergeants Detective Inspector
Crumlin/Closed to the public	4 1	Constables Sergeant
Randalstown/Closed to the public	4 1	Constables Sergeant
Toome/Closed to the public	N/A	N/A
Steeple/Training only	N/A	N/A
Newtownabbey/Full time	102 15 1 1 12 3 1	Constables Sergeants Inspector Chief Inspector Detective Constables Detective Sergeants Detective Inspector
Glengormley/Limited Opening	11 1 1	Constables Sergeants Inspector
Ballyclare/Limited Opening	4 1	Constables Sergeant
Carrickfergus/Full time	10 1 1	Constables Sergeants Inspector

## Appendix B

### PUBLIC AWARENESS CONTACT LIST

Name of organisation	Contact
Carrickfergus DPP	Presentation 11/02/2010 + 10/05/2010/leaflet
Newtonwabbey DPP	Presentation 11/02/2010/leaflet
Ballyclare Supporting Communities NI	Presentation 11/03/2010/leaflet
Rathcoole Supporting Communities NI	Presentation 11/03/2010/leaflet
Community Safety Partnership Newtownabbey	Presentation 22/03/2010/leaflet
Hilden Community Association	Presentation 22/03/2010/leaflet
Safer Neighbourhood Project Poleglass	Presentation 23/03/2010/leaflet
Ballyclare Community Forum	Presentation 24/03/2010/leaflet
NIHE Lisburn District Office	Presentation 25/03/2010/leaflet
Restorative Justice Ireland Colin	Presentation 31/03/2010/leaflet
Antrim Community Forum	Presentation 12/04/2010/leaflet
Carrickfergus Community Forum	Presentation 13/04/2010/leaflet
Antrim Line Forum (Glengormley)	Presentation 15/04/2010/leaflet
Old Warren Community Association	Presentation 20/04/2010/leaflet
Hillhall Regeneration Group	Presentation 20/04/2010
Homestart/Colin	Presentation 20/04/2010
Lisburn PSP(Ex-prisoners)	Presentation 20/04/2010
Halfdown Residents Association	Presentation 20/04/2010
Training for Women Network (Lisburn)	Presentation 20/04/2010
Library Board Youth Section (Lisburn)	Presentation 20/04/2010
CPLC Hillsborough	Presentation 20/04/2010/leaflet
Greater Lisburn Ageing Well	Presentation 21/04/2010/leaflet
Manor Park Community Association (Lisburn)	Presentation 05/05/2010/leaflet
Maghaberry Community Centre	Presentation 10/05/2010/leaflet
NIHE Carrickfergus District Office	Presentation 11/05/2010/leaflet
Glenavy Safety Watch	Presentation 11/05/2010/leaflet
CPLC Drumbo	Presentation 17/05/2010/leaflet
Antrim DPP	Presentation 18/05/2010/leaflet
Antrim Citizens Advice Bureau	Presentation 01/06/2010/leaflet
Age Concern	e-mail contact
Disability Action	e-mail contact
NICEM	e-mail contact
Youth Action	e-mail contact
Areema Residents Association	Telephone contact
Ballinderry Residents Association	e-mail contact

Name of organisation	Contact
Dromara Village and District Community Association	e-mail contact
Knockmore/Tonagh Community Association	Presentation 25/03/2010
Glenburn Residents Association	e-mail contact
Manor, Oakhurst & Glendale Residents Association	e-mail contact
Seymour Hill & Conway Community Network	Telephone contact
Whitemountain & District Community Association	e-mail contact
Antrim Good Relations Forum	e-mail contact

## APPENDIX C

### LOCAL RESOLUTION INFORMATION LEAFLET

#### What are the benefits of Local Resolution?

- Immediate
- Quick
- Less 'red tape'
- Direct contact with local police
- Complainant is more involved
- Mutual understanding between complainant and police

Call the Police Ombudsman's Office on (028) 9056 9907 for further information on local resolution or speak to the Local Resolution Officer at your local police station.



Police Ombudsman for Northern Ireland  
New Cathedral Buildings  
St Anne's Square  
11 Church Street  
Belfast  
BT1 1PG

Telephone: 028 9082 8600  
Fax: 028 9082 8615  
E-mail: [info@policeombudsman.org](mailto:info@policeombudsman.org)

Website: [www.policeombudsman.org](http://www.policeombudsman.org)



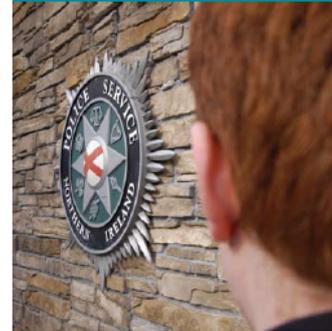
INVESTOR IN PEOPLE

CarbonNeutral<sup>®</sup> paper



#### Local Resolution

– A quick, effective way to resolve less serious complaints in the Antrim, Carrickfergus, Lisburn and Newtownabbey Areas



#### What is Local Resolution?

Local resolution is a process which allows police to deal with less serious complaints at a local level.

If you have concerns about the service you received from a specific police officer you will be asked if you would like local police to look into the matter and try to address your concerns. If you agree to this, a more senior police officer will be appointed to resolve the complaint as efficiently and effectively as possible.

The purpose of local resolution is to achieve greater complainant satisfaction much more quickly by allowing police to deal with the complaint almost as soon as it is made.

#### What happens in Local Resolution?

If your complaint is less serious, and would not result in disciplinary or criminal action against an officer, and if police believe they can resolve it quickly, you will be asked whether you would like to try local resolution.

If you agree, the appointed officer will begin the resolution process and how s/he chooses to do so will be up to him/her with your agreement. If the complaint is successfully resolved, the police will tell the Police Ombudsman this in a report. The Police Ombudsman will contact you to confirm that you are happy with the local resolution and the complaint will then be closed.

If you do not want the complaint to be locally resolved, the matter will be dealt with by the Police Ombudsman's Office.

If the complaint is not locally resolved to your satisfaction, it will be referred back to the Police Ombudsman's Office.

#### What can be locally resolved?

Complaints of a less serious nature are suitable for local resolution, for example complaints about rudeness, failure to update, or quality of service issues. Any criminal or serious misconduct allegation and any matters which would be in breach of the PSNI Code of Ethics would not be suitable for Local Resolution.

## **APPENDIX D**

### **Local Resolution Press Release**

#### **PILOT PROJECT AIMS TO STREAMLINE POLICE COMPLAINTS PROCESS**

The Police Ombudsman's Office is to launch a pilot project in the Antrim, Carrickfergus, Lisburn and Newtownabbey areas, aimed at finding a quicker and more effective way of dealing with less serious complaints against the police.

For a trial six month period starting in June, people with less serious complaints against the police in these areas will be asked if they would like local police to initially look into the matter and address the issues raised.

Police Ombudsman, Mr Al Hutchinson, said the pilot Local Resolution Project offered the potential for police to work directly with complainants so that such complaints can be dealt with more quickly.

"If the project is successful and less serious complaints are dealt with more quickly, this should encourage greater confidence that the police are aware of people's concerns and are taking quick and effective measures to address them," said Mr Hutchinson.

"It also allows police to hear at first hand the sorts of issues that concern people, and this may lead to mutual understanding between complainant and police, and the potential for learning on both sides."

Mr Hutchinson pointed out that local resolution would only be used as a means of dealing with complaints, which, even if substantiated, would not result in disciplinary or criminal action against an officer.

He also explained that the process would be overseen by the Police Ombudsman's Office, which would continue to log complaints and check with complainants that issues have been properly resolved.

"In addition, Local Resolution will only be used with the complainant's consent," he added.

Complaints potentially suitable for Local Resolution include those about rudeness, failure to update or quality of service issues.

For more information about the project, please contact the Police Ombudsman's Office on 028 9056 9907.

## **APPENDIX E D DISTRICT BRIEFING PAPER**

### ***LOCAL RESOLUTION – A QUICK, EFFECTIVE WAY TO RESOLVE LESS SERIOUS COMPLAINTS IN THE ANTRIM, CARRICKFERGUS, LISBURN AND NEWTOWNABBEY AREAS***

#### ***What is Local Resolution?***

Local resolution is a process which allows police to deal with less serious complaints at a local level. If a member of the public has concerns about the service they have received from a specific police officer, they will be asked if they would like local police to look into the matter and try to address the issue raised. If the member of the public agrees to this, a more senior police officer will be appointed to resolve the complaint as efficiently and effectively as possible. The purpose of local resolution is to achieve greater complainant satisfaction much more quickly by allowing police to deal with the complaint almost as soon as it is made.

#### ***What happens in local resolution?***

If the complaint is less serious and would not result in disciplinary or criminal action against an officer and if police believe they can resolve it quickly, the complainant will be asked whether they would like to try local resolution.

If the complainant agrees, the appointed officer will begin the resolution process and how s/he chooses to do so will be at the officer's discretion provided that the complainant is in agreement. If the complaint is successfully resolved, the police will tell the Police Ombudsman this in writing. The Police Ombudsman will contact the complainant to confirm that they were happy with the local resolution and the complaint will then be closed.

If the complainant does not want the complaint to be locally resolved or the local resolution fails, the matter will be dealt with by the Police Ombudsman's Office by way of formal investigation.

#### ***What can be locally resolved?***

Complaints of a less serious nature are deemed suitable for local resolution, for example complaints about rudeness, failure to update, or quality of service issues. Any criminal or serious misconduct allegation and any matters which would be in breach of the PSNI Code of Ethics would not be suitable for Local Resolution.

#### ***What are the benefits of Local Resolution?***

- ◆ Immediate
- ◆ Quick
- ◆ Mutual understanding between complainant and police
- ◆ Potential for learning on both sides

Please contact the Office of the Police Ombudsman on (028) 9056 9907 for any further information.

## **APPENDIX F**

### **Local Resolution Case Studies**

#### ***Case study 1***

A member of the public contacted the Office to complain about the lack of contact from a PSNI Investigating Officer in relation to an alleged assault on a juvenile. Over two months had passed since the juvenile had provided police with a statement and neither the juvenile nor the parents had received any update from police. The complainant agreed to engage in local resolution and a PSNI Inspector was appointed to look into the matter. The Inspector discussed the complaint with the complainant and then spoke to the officer subject of the complaint. The officer stated that he had forgotten to update the family and was sorry about this. The complainant was provided with up-to-date details of how police were progressing the matter and expressed satisfaction with the local resolution process. The complaint was then closed by the Office.

#### ***Case study 2***

A member of the public contacted the Office to make a complaint about the alleged incivility of a PSNI Constable who had stopped them for an alleged traffic offence. The complainant stated that they found the attitude of the officer to be unpleasant and rude. The complainant agreed to engage in local resolution. The complainant wanted a senior police officer to speak to the officer and advise him of the issue with him and if this was done the complainant would not want any further action to be taken. A PSNI Inspector was appointed to conduct the local resolution and spoke to the officer as requested by the complainant. The complainant was satisfied that the local resolution had been successful once made aware that the officer had been spoken to. The complaint was then closed by the Office.

#### ***Case study 3***

A member of the public alleged to the Office that, when spectating at a public event, a PSNI officer had been uncivil towards them. The complainant agreed to try local resolution. The LRO spoke to the complainant and then to the officer subject of the complaint. The local resolution was not successful as the complainant was not satisfied with the response of the officer subject of the complaint. The matter was returned to the Office for formal investigation.

#### ***Case study 4***

A member of the public made a complaint to the Office that police were failing to take reports of a person committing traffic offences seriously enough. The complainant agreed to try local resolution. The LRO discussed the complaint details with the complainant and explained what action police had taken on foot of reports and the complainant was satisfied with the explanations as provided by the LRO. The complaint was then closed by the Office.

## APPENDIX G



### Local Resolution Record of Outcome

#### LOCAL RESOLUTION RECORD OF OUTCOME

Name of Local Resolution Officer: \_\_\_\_\_

Complainant's name: \_\_\_\_\_

Complainant's DOB / Age: \_\_\_\_\_

Complainant's address: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Complainant's contact number: Home: \_\_\_\_\_

Mobile: \_\_\_\_\_

Date complaint made: \_\_\_\_\_

Date of complaint incident: \_\_\_\_\_

How complaint was made:  
(Tick which is appropriate)

Telephone to PONI  In person to PONI

Telephone to Police  In person to Police

Letter to PONI  E-mail to PONI

Letter to Police  Complainant Representative

Other (please specify)

Details of complaint:  
(Specific location; identity of complained  
against officer; circumstances  
of incident and details of allegation)

Date complainant consented to L.R.: \_\_\_\_\_

Date complaint locally resolved: \_\_\_\_\_

Date returned to PONI (if unsuccessful): \_\_\_\_\_

Reason for unsuccessful L.R.: \_\_\_\_\_

Signature of complainant: \_\_\_\_\_

Date: \_\_\_\_\_

Signature of local resolution officer: \_\_\_\_\_

Date: \_\_\_\_\_

**Appendix H - Local Resolution Pilot Project  
Table of Complaints**

<b>CASE REFERENCE</b>	<b>ALLEGATION(S)/ALLEGATION SUB-TYPE</b>	<b>RANK AND UNIT OF OFFICER SUBJECT OF COMPLAINT</b>	<b>RANK OF LRO</b>	<b>STATUS / CLOSURE TYPE</b>	<b>NUMBER OF DAYS TAKEN TO RESOLVE (from date consent received to closure on CHS)</b>
<b>40134111-2010</b> (received 29/04/2010)	Incivility/Incivility at domestic residence	Sergeant/Response	Inspector	<b>Closed / locally resolved</b>	<b>95</b>
<b>90165992-2010</b> (received 08/06/2010)	Failure to attend appointments / Undue delay in police response	Not identified	Sergeant	<b>Closed / locally resolved</b>	<b>14</b>
<b>00175697-2010</b> (received 04/06/2010)	Failure in duty/Failure to investigate	Not identified	N/A	<b>Closed / Regulation 24 further steps not indicated</b>	<b>N/A</b>
<b>20185148-2010</b> (received 16/06/2010)	Incivility/Incivility when stopped for a traffic offence	Constable/NPU	Inspector	<b>Closed / locally resolved</b>	<b>11</b>
<b>00184414-2010</b> (received 17/06/2010)	1. Incivility/Other incivility 2. Failure in duty/Conduct of Police investigations	Sergeant/NPU	Inspector	<b>Closed / locally resolved</b>	<b>83</b>

<b>CASE REFERENCE</b>	<b>ALLEGATION(S)/ALLEGATION SUB-TYPE</b>	<b>RANK AND UNIT OF OFFICER SUBJECT OF COMPLAINT</b>	<b>RANK OF LRO</b>	<b>STATUS / CLOSURE TYPE</b>	<b>NUMBER OF DAYS TAKEN TO RESOLVE (from date consent received to closure on CHS)</b>
<b>90193082-2010</b> (received 23/06/2010)	Failure in duty/Failure to update	Constable/Response	Inspector	<b>Closed / locally resolved</b>	<b>10</b>
<b>40197494-2010</b> (received 01/07/2010)	Failure in duty/Other failure in duty	Sergeant/Volume Crime	Chief Inspector	<b>Closed / locally resolved</b>	<b>27</b>
<b>00190689-2010</b> (received 01/07/2010)	Failure in duty/Failure to investigate	Not identified	Inspector	<b>Closed / locally resolved</b>	<b>23</b>
<b>40199599-2010</b> (received 02/07/2010)	Failure in duty /Conduct of police investigation	Constable/Public Protection	N/A	<b>Declined LR</b> <i>(Complainant felt the matter was too serious for local resolution) / Closed</i> <b>Not Substantiated</b>	<b>N/A</b>

CASE REFERENCE	ALLEGATION(S)/ALLEGATION SUB-TYPE	RANK AND UNIT OF OFFICER SUBJECT OF COMPLAINT	RANK OF LRO	STATUS / CLOSURE TYPE	NUMBER OF DAYS TAKEN TO RESOLVE (from date consent received to closure on CHS)
<b>90195960-2010</b> (received 02/07/2010)	Failure in duty/Failure to investigate	Not identified	N/A	<b>Declined LR</b> <i>(Complainant simply wanted his complaint brought to the attention of police – did not wish to engage in any process) / Closed outside remit (policy)</i>	<b>N/A</b>
<b>90208285-2010</b> (received 07/07/2010)	Failure in duty/Failure to attend appointments-Undue delay in police response	Constable/NPU Constable/Response Constable/Call Management	N/A	<b>Declined LR</b> <i>(Complainant felt the matter was too serious for local resolution) / Closed</i> <b>Not Substantiated</b>	<b>N/A</b>

CASE REFERENCE	ALLEGATION(S)/ALLEGATION SUB-TYPE	RANK AND UNIT OF OFFICER SUBJECT OF COMPLAINT	RANK OF LRO	STATUS / CLOSURE TYPE	NUMBER OF DAYS TAKEN TO RESOLVE (from date consent received to closure on CHS)
<b>40202033-2010</b> (received 06/07/2010)	1. Failure in duty/ Other failure in duty 2. Failure in duty/failure to update 3. Discriminatory behaviour/ Gender discriminatory behaviour	Constable x 2/Response	Sergeant	<b>Failed</b> LR <i>(Complainant dissatisfied with the response of the officers subject of the complaint) / Regulation 23 withdrawn and Outside remit</i>	<b>14</b>
<b>00208291-2010</b> (received 07/07/2010)	1. Failure in duty/Other failure in duty 2. Failure in duty/Other failure in duty 3. Failure in duty/Other failure in duty	Sergeant/NPU Inspector/NPU Constable/Response	Chief Inspector	<b>Failed</b> LR <i>(Complainant's conditions could not be met through local resolution) / Closed Not Substantiated</i>	<b>N/A</b>

CASE REFERENCE	ALLEGATION(S)/ALLEGATION SUB-TYPE	RANK AND UNIT OF OFFICER SUBJECT OF COMPLAINT	RANK OF LRO	STATUS / CLOSURE TYPE	NUMBER OF DAYS TAKEN TO RESOLVE (from date consent received to closure on CHS)
<b>90225177-2010</b> (received 16/07/2010)	1. Failure in duty/failure to investigate 2. Failure in duty/failure to return calls	Constable/NPU	Sergeant	<b>LRO deemed the case unsuitable for local resolution</b> and the matter was referred for formal investigation. <b>PONI investigation on going</b>	<b>N/A</b>
<b>30215595-2010</b> (received 08/07/2010)	Failure in duty/failure to investigate	Not known	N/A	<b>Declined LR</b> ( <i>Complainant wanted the Police Ombudsman to formally investigate his complaint</i> ) / <b>PONI investigation on going</b>	<b>N/A</b>
<b>70221649-2010</b> (received 28/07/2010)	Incivility/Incivility at a police station	Constable/Response	Sergeant	<b>Closed / locally resolved</b>	<b>81</b>

CASE REFERENCE	ALLEGATION(S)/ALLEGATION SUB-TYPE	RANK AND UNIT OF OFFICER SUBJECT OF COMPLAINT	RANK OF LRO	STATUS / CLOSURE TYPE	NUMBER OF DAYS TAKEN TO RESOLVE (from date consent received to closure on CHS)
<b>10222552-2010</b> (received 23/07/2010)	<ol style="list-style-type: none"> <li>1. Failure in duty/Other failure in duty</li> <li>2. Failure in duty/Conduct of police investigations</li> <li>3. Failure in duty/Failure to update</li> </ol>	Constable/Response Constable/Public protection Constable/Rape Crime Unit	Sergeant	<b>Referred for formal investigation</b> ( <i>Police and LRPM deemed case unsuitable for LR following joint discussion</i> ) / <b>Closed Not Substantiated</b>	<b>N/A</b>
<b>40228824-2010</b> (received 28/07/2010)	Incivility/Incivility when stopped for a traffic offence	Constable x 2/Response	Inspector	<b>Closed / locally resolved</b>	<b>15</b>
<b>60229653-2010</b> (received 26/07/2010)	<ol style="list-style-type: none"> <li>1. Failure in duty/Other failure in duty</li> <li>2. Failure in duty/Other failure in duty</li> </ol>	Not known	N/A	<b>Declined LR</b> ( <i>no reason provided</i> ) / <b>Closed Not Substantiated</b>	<b>N/A</b>

<b>CASE REFERENCE</b>	<b>ALLEGATION(S)/ALLEGATION SUB-TYPE</b>	<b>RANK AND UNIT OF OFFICER SUBJECT OF COMPLAINT</b>	<b>RANK OF LRO</b>	<b>STATUS / CLOSURE TYPE</b>	<b>NUMBER OF DAYS TAKEN TO RESOLVE (from date consent received to closure on CHS)</b>
<b>50236423-2010</b> (received 02/08/2010)	1. Failure in duty/Failure to attend appointments – undue delay on police response 2. Failure in duty/Other failure in duty	Constable/Response	Inspector	<b>Closed / locally resolved</b>	<b>69</b>
<b>60233964-2010</b> (received 10/08/2010)	Incivility/Incivility when stopped for a traffic offence	Constable/Response	Inspector	<b>Closed / locally resolved</b>	<b>2</b>
<b>00258061-2010</b> (received 17/08/2010)	Oppressive behaviour/Oppressive conduct (not involving assault)	Constable/NPU	Inspector	<b>Closed / locally resolved</b>	<b>6</b>
<b>90252283-2010</b> (received 18/08/2010)	Failure in duty/Failure to investigate	Constable/Response	Inspector	<b>Closed / locally resolved</b>	<b>35</b>
<b>90250951-2010</b> (received 25/08/2010)	Failure in duty/Failure to update	Constable/Response	Sergeant	<b>Closed / locally resolved</b>	<b>30</b>

<b>CASE REFERENCE</b>	<b>ALLEGATION(S)/ALLEGATION SUB-TYPE</b>	<b>RANK AND UNIT OF OFFICER SUBJECT OF COMPLAINT</b>	<b>RANK OF LRO</b>	<b>STATUS / CLOSURE TYPE</b>	<b>NUMBER OF DAYS TAKEN TO RESOLVE (from date consent received to closure on CHS)</b>
<b>80261087-2010</b> (received 25/08/2010)	Incivility/Incivility at domestic residence	Not known	N/A	<b>Declined LR</b> <i>(the complainant did not want police to deal with the complaint) / Closed disproportionate</i>	<b>N/A</b>
<b>60264738-2010</b> (received 01/09/2010)	1. Failure in duty 2. Incivility/Incivility at a police station	Constable/NPU	Sergeant	<b>Closed / locally resolved</b>	<b>15</b>
<b>90254319-2010</b> (received 19/08/2010)	Failure in duty/Failure to update	Constable x 2/Response	Inspector	<b>Closed / locally resolved</b>	<b>33</b>
<b>90270015-2010</b> (received 06/09/2010)	Incivility/Incivility when stopped for a traffic offence	Not known	Inspector	<b>Closed / locally resolved</b>	<b>12</b>
<b>20240846-2010</b> (received 16/08/2010)	Mishandling of Property/Mishandling of property	Sergeant/CID	Inspector	<b>Closed / locally resolved</b>	<b>30</b>

CASE REFERENCE	ALLEGATION(S)/ALLEGATION SUB-TYPE	RANK AND UNIT OF OFFICER SUBJECT OF COMPLAINT	RANK OF LRO	STATUS / CLOSURE TYPE	NUMBER OF DAYS TAKEN TO RESOLVE (from date consent received to closure on CHS)
<b>00267840-2010</b> (received 02/09/2010)	Incivility/Incivility at police station	Not known	N/A	<b>Declined IR</b> ( <i>the complainant feels his complaint is too serious for local resolution</i> ) / <b>Closed Not Substantiated</b>	<b>N/A</b>
<b>70272233-2010</b> (received 03/09/2010)	1. Failure in duty/Failure to provide requested documentation 2. Failure in duty/Failure to return telephone calls, respond to correspondence.	N/A	N/A	<b>Closed / Outside remit</b> ( <i>It was established by the LRO that this complaint was directed at civilian staff</i> )	<b>N/A</b>
<b>10277467-2010</b> (received 08/09/2010)	Incivility/Other incivility	Inspector/NPU	Chief Inspector	<b>Failed LR</b> ( <i>the complainant was dissatisfied with the officer's response</i> ) / <b>Closed Not Substantiated</b>	<b>20</b>

<b>CASE REFERENCE</b>	<b>ALLEGATION(S)/ALLEGATION SUB-TYPE</b>	<b>RANK AND UNIT OF OFFICER SUBJECT OF COMPLAINT</b>	<b>RANK OF LRO</b>	<b>STATUS / CLOSURE TYPE</b>	<b>NUMBER OF DAYS TAKEN TO RESOLVE (from date consent received to closure on CHS)</b>
<b>10275723-2010</b> (received 10/09/2010)	Failure in duty/Failure to return calls, respond to correspondence.	Constable/Response	Sergeant	<b>Closed / locally resolved</b>	<b>51</b>
<b>90272855-2010</b> (received 13/09/2010)	Failure in duty/Other failure in duty	Constable/Response	Inspector	<b>Related criminal proceedings identified once case referred to LRO / Closed Not Substantiated</b>	<b>N/A</b>
<b>90276785-2010</b> (received 09/09/2010)	Oppressive behaviour/harassment	Constable x 8/NPU	Inspector	<b>Related criminal proceedings identified once case referred to LRO / Closed Not Substantiated</b>	<b>N/A</b>
<b>50283740-2010</b> (received 20/09/2010)	1. Failure in duty/Failure to investigate 2. Failure in duty/Failure to return calls, respond to correspondence	Constable/Response	Sergeant	<b>Closed / locally resolved</b>	<b>9</b>

<b>CASE REFERENCE</b>	<b>ALLEGATION(S)/ALLEGATION SUB-TYPE</b>	<b>RANK AND UNIT OF OFFICER SUBJECT OF COMPLAINT</b>	<b>RANK OF LRO</b>	<b>STATUS / CLOSURE TYPE</b>	<b>NUMBER OF DAYS TAKEN TO RESOLVE (from date consent received to closure on CHS)</b>
<b>50285915-2010</b> (received 20/09/2010)	Failure in duty/failure to return calls, respond to correspondence	Constable/Response	Inspector	<b>Closed / locally resolved</b>	<b>1</b>
<b>70250090-2010</b> (received 17/08/2010)	<ol style="list-style-type: none"> <li>1. Failure in duty/Conduct of police investigations</li> <li>2. Failure in duty/Failure to return calls, respond to correspondence</li> </ol>	Constable/NPU Sergeant/NPU	N/A	<b>Declined LR (<i>the complainant wants PONI to investigate the complaint</i>) / PONI investigation on going</b>	<b>N/A</b>
<b>00293063-2010</b> (received 23/09/2010)	<ol style="list-style-type: none"> <li>1. Failure in duty/Failure to return calls, respond to correspondence</li> <li>2. Failure in duty/Failure to update</li> <li>3. Failure in duty/Conduct of police investigations</li> </ol>	Constable/Response	Inspector	<b>Closed / locally resolved</b>	<b>61</b>

<b>CASE REFERENCE</b>	<b>ALLEGATION(S)/ALLEGATION SUB-TYPE</b>	<b>RANK AND UNIT OF OFFICER SUBJECT OF COMPLAINT</b>	<b>RANK OF LRO</b>	<b>STATUS / CLOSURE TYPE</b>	<b>NUMBER OF DAYS TAKEN TO RESOLVE (from date consent received to closure on CHS)</b>
<b>60305134-2010</b> (received 04/10/2010)	1. Oppressive behaviour/Oppressive conduct (not involving assault) 2. Failure in duty/Refusal to identify self	Constable/Response	Inspector	<b>LR on going</b>	
<b>70306179-2010</b> (received 04/10/2010)	1. Failure in duty/Conduct of police investigations 2. Failure in duty/Failure to update	Constable/Response	Inspector	<b>Failed LR ( the complainant still remained concerned about officer's actions) / PONI investigation on going</b>	<b>1</b>
<b>00296973-2010</b> (received 01/10/2010)	Failure in duty/failure to attend appointments	Constable x 2/Response	Inspector	<b>Closed / locally resolved</b>	<b>7</b>
<b>60272312-2010</b> (received 06/09/2010)	1. Failure in duty/Other failure in duty 2. Failure in duty/Failure to attend appointments	Sergeant/NPU Constable/NPU	N/A	<b>Declined LR (no reason provided) / PONI investigation on going</b>	<b>N/A</b>

<b>CASE REFERENCE</b>	<b>ALLEGATION(S)/ALLEGATION SUB-TYPE</b>	<b>RANK AND UNIT OF OFFICER SUBJECT OF COMPLAINT</b>	<b>RANK OF LRO</b>	<b>STATUS / CLOSURE TYPE</b>	<b>NUMBER OF DAYS TAKEN TO RESOLVE (from date consent received to closure on CHS)</b>
<b>00311164-2010</b> (received 12/10/2010)	Oppressive behaviour/Oppressive conduct (not involving assault)	Constable/Public Protection	Inspector	<b>Failed LR</b> ( <i>the complainant was dissatisfied with the officer's response</i> ) / <b>PONI investigation on going</b>	<b>N/A</b>
<b>80319471-2010</b> (received 14/10/2010)	1. Failure in duty/Failure to investigate 2. Failure in duty/Failure to return calls, respond to correspondence	Constable/Response	Inspector	<b>Closed / locally resolved</b>	<b>19</b>
<b>70313337-2010</b> (received 13/10/2010)	1. Failure in duty/Conduct of police investigations 2. Failure in duty/Failure to update	Not known	Inspector	<b>Closed / locally resolved</b>	<b>84</b>
<b>30313179-2010</b> (received 12/10/2010)	Failure in duty/Other failure in duty	No officer identified	Inspector	<b>Closed / locally resolved</b>	<b>10</b>

<b>CASE REFERENCE</b>	<b>ALLEGATION(S)/ALLEGATION SUB-TYPE</b>	<b>RANK AND UNIT OF OFFICER SUBJECT OF COMPLAINT</b>	<b>RANK OF LRO</b>	<b>STATUS / CLOSURE TYPE</b>	<b>NUMBER OF DAYS TAKEN TO RESOLVE (from date consent received to closure on CHS)</b>
<b>30312098-2010</b> (received 11/10/2010)	Failure in duty/Conduct of police investigations	Inspector/NPU	Chief Inspector	<b>LR on going</b>	
<b>70318305-2010</b> (received 11/10/2010)	Failure in duty/Failure to return calls, respond to correspondence.	Chief Superintendent	N/A	<b>Declined LR</b> ( <i>the complainant does not want police to look at the complaint matter</i> ) / <b>Closed outside remit</b>	<b>N/A</b>
<b>40317810-2010</b> (received 19/10/2010)	1. Oppressive behaviour/Oppressive conduct (not involving assault) 2. Failure in duty/Refusal to identify self	Not known	Sergeant	<b>Complaint closed under Regulation 24 Further Steps Not Indicated</b>	<b>N/A</b>
<b>50327267-2010</b> (received 22/10/2010)	1. Failure in duty/Conduct of police investigations 2. Incivility/Incivility at domestic residence	Constable/Tutor Unit	N/A	<b>Complaint closed under Regulation 24 Further Steps Not Indicated</b>	<b>N/A</b>

<b>CASE REFERENCE</b>	<b>ALLEGATION(S)/ALLEGATION SUB-TYPE</b>	<b>RANK AND UNIT OF OFFICER SUBJECT OF COMPLAINT</b>	<b>RANK OF LRO</b>	<b>STATUS / CLOSURE TYPE</b>	<b>NUMBER OF DAYS TAKEN TO RESOLVE (from date consent received to closure on CHS)</b>
<b>90320801-2010</b> (received 27/10/2010)	1. Failure in duty/Conduct of police investigations 2. Failure in duty/Other failure in duty	Constable/Response	N/A	<b>Complaint closed under Regulation 24 Further Steps Not Indicated</b>	<b>N/A</b>
<b>70324890-2010</b> (received 27/10/2010)	1. Failure in duty/Other failure in duty 2. Failure in duty/Other failure in duty	Not known	N/A	<b>Complaint closed under Regulation 24 Further Steps Not Indicated.</b>	<b>N/A</b>
<b>70331422-2010</b> (received 02/11/2010)	Incivility/Other incivility	Constable/Response	Inspector	<b>Closed / locally resolved</b>	<b>15</b>
<b>40336600-2010</b> (received 02/11/2010)	1. Oppressive behaviour/Oppressive conduct (not involving assault) 2. Oppressive behaviour/Harassment	Constable/NPU	Inspector	<b>Closed / locally resolved</b>	<b>13</b>
<b>10338677-2010</b> (received 03/11/2010)	Incivility/Other incivility	Inspector/NPU		<b>Closed / locally resolved</b>	<b>52</b>

CASE REFERENCE	ALLEGATION(S)/ALLEGATION SUB-TYPE	RANK AND UNIT OF OFFICER SUBJECT OF COMPLAINT	RANK OF LRO	STATUS / CLOSURE TYPE	NUMBER OF DAYS TAKEN TO RESOLVE (from date consent received to closure on CHS)
<b>70344813-2010</b> (received 12/11/2010)	Failure in duty/failure to return calls, respond to correspondence.	Constable/CID	Sergeant	<b>Closed / locally resolved</b>	<b>17</b>
<b>30341542-2010</b> (received 09/11/2010)	1. Failure in duty/failure to return calls, respond to correspondence 2. Failure in duty/Failure to investigate	Constable/PPU Sergeant/PPU D/Inspector /PPU	Chief Inspector	<b>Failed LR</b> <i>(the complainant was dissatisfied with the outcome of the LR process)</i> / <b>PONI investigation on going</b>	<b>12</b>
<b>80356051-2010</b> (received 12/11/2010)	1. Failure in duty/Failure to return calls. Respond to correspondence 2. Failure in duty/Conduct of police investigations	Inspector/NPU	Chief Inspector	<b>Failed LR</b> <i>(the complainant was dissatisfied with the outcome of the LR process)</i> / <b>PONI investigation on going</b>	<b>14</b>
<b>40358350-2010</b> (received 17/11/2010)	Incivility/Incivility at police station	Civilian Detention Officer	Inspector	<b>Closed / locally resolved</b>	<b>23</b>

CASE REFERENCE	ALLEGATION(S)/ALLEGATION SUB-TYPE	RANK AND UNIT OF OFFICER SUBJECT OF COMPLAINT	RANK OF LRO	STATUS / CLOSURE TYPE	NUMBER OF DAYS TAKEN TO RESOLVE (from date consent received to closure on CHS)
<b>70364011-201</b> (received 24/11/2010)	Failure in duty/Failure to return calls, respond to messages	Constable/NPU	N/A	<b>Declined LR</b> ( <i>no reason provided</i> ) / <b>Closed Not Substantiated</b>	<b>N/A</b>
<b>60366066-2010</b> (received 25/11/2010)	1. Failure in duty/Failure to return calls, respond to messages 2. Incivility/Other incivility	Not known	Inspector	<b>LR on going</b>	
<b>50361131-2010</b> (received 24/11/2010)	Failure in duty/Failure to update	Constable/NPU	Inspector	<b>Closed / locally resolved</b>	<b>3</b>

## APPENDIX I

### IR/LR Comparison Table 2009/2010

#### Informal Resolution D District

June to November 2009

	TOTAL
Complaints received in D District - June to November 2009	246
Number of complaints deemed suitable for IR June to November 2009	87
Number of complaints where consent was given for IR June to November 2009	59
Number of complaints successful for IR June to November 2009	47
Average time taken to informally resolve a complaint from date consent received to date complaint closed by the Office	104 days

#### Local Resolution D District

June to November 2010

	TOTAL
Complaints received in D District - June to November 2010	225
Number of complaints deemed suitable for LR June to November 2010	63
Number of complaints where consent was given for LR June to November 2010	42
Number of complaints successful for LR June to November 2010	32
Average time taken to locally resolve a complaint from date consent received to date complaint closed by the Office	30 days

## Appendix J - Complainant Satisfaction Survey Form



### **THE POLICE OMBUDSMAN'S LOCAL RESOLUTION EVALUATION FORM**

We would be grateful if you would take a few minutes to answer the following questions which relate to the pilot local resolution project. Your responses to the questions will be treated in the strictest confidence.

The information you give will be used to tell us how the local resolution project was received by the public and whether it is a viable option in the police complaints environment.

Thank you.

How satisfied or dissatisfied were you with each of the following aspects?

**1. First Contact**

	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Speed of response	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helpfulness of our personnel?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The explanation of what would happen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments \_\_\_\_\_

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**2. PSNI Local Resolution Officer**

	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Officer was understanding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Officer remained impartial	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Officer was professional	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall service provided by Officer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments \_\_\_\_\_

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**3. Overall Local**

Very satisfied      Satisfied      Neither satisfied nor dissatisfied      Dissatisfied      Very dissatisfied

**Resolution Process**

Length of process                             

Professionalism of Police Ombudsman's staff                             

Politeness of Police Ombudsman's staff                             

Information provided throughout the Local Resolution process                             

Comments \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. Is there anything in the local resolution process that you would like to see changed?      Yes       No

If yes, please provide details  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. Would you recommend the Local Resolution Service to others?      Yes       No

Additional comments \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

6. Overall, taking everything into account, how satisfied or dissatisfied were you with the Local Resolution service?

Very satisfied      Satisfied      Neither satisfied nor dissatisfied      Dissatisfied      Very dissatisfied  
                       

Thank you for taking the time to complete this evaluation form. Please place it in the envelope provided and seal the envelope.