

**CORPORATE PLAN  
2005 – 2008**

**ANNUAL BUSINESS PLAN  
2005 – 2006**



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## **GLOSSARY OF ABBREVIATIONS**

DCU	- District Command Unit
DPP	- Director of Public Prosecutions
JNCC	- Joint Negotiating and Consultative Committee
NIO	- Northern Ireland Office
NIPB	- Northern Ireland Policing Board
OOC	- Office of the Oversight Commissioner
PSNI	- Police Service of Northern Ireland
FOI	- Freedom of Information
NIAC	- Northern Ireland Affairs Committee
CJI	- Criminal Justice Inspectorate
CID	- Criminal Investigation Department
TSG	- Tactical Support Group

# VISION AND MISSION

## VISION

**The Police Ombudsman will strive for excellence in providing an independent impartial police complaints service in which the public and the police have confidence.**



## MISSION

**Ensure maximum awareness of the Police Ombudsman complaints service and that it is fully accessible and responsive to the community.**

**Provide a robust and effective investigation process leading to evidence-based recommendations.**

**Analyse and research the outcomes of complaints so as to inform and improve the policy and practice of policing.**

# INTRODUCTION

The four years and five months since the establishment of my Office have been interesting and challenging years involving constant change. Some of that change has been external: for example the changes taking place within Policing, and the wider changes taking place in the Criminal Justice System in Northern Ireland. Some has required internal adjustments as a consequence of 23 legislative changes over the period. Our business planning has therefore been a process of constant Office development whilst continuing to meet the ongoing duty of handling in excess of 14,000 complaints involving over 19,000 allegations against police officers.

In establishing the Office we have sought to ensure that the complaints service which we provide is evidence based and is seen to be independent, impartial and accessible to all those whom it serves. This has required the development of rigorous complaint handling and investigation processes in addition to a wide range of strategic research and statistical analysis functions.

The strategic planning which has been necessary to perform my legal duties has been complex and we have attempted to ensure maximum outreach both to the public and to the police. In reaching out to the public, and in devising our systems and processes, we have been aware of the need under the law to ensure that our services are accessible to all our people. Northern Ireland has seen significant change during the past four and a half years and we now see more people from outside Northern Ireland who have come to live here and for whom we must and wish to make proper provision.

We have a full complement of staff trained to enable us properly to discharge our obligations. Our complainants and our staff come from all sides of the community. Independent surveys of the public indicate that 85% of the community know about us and believe that we are independent, 76% believe that we are impartial and 79% believe that we will help ensure that the police do a good job.

The recent Northern Ireland Affairs Committee Report acknowledged our achievements to date, but also recommended that we should be able to offer an effective mediation service, something we have been seeking since the establishment of the Office. It is my hope that during this year we will finally have a process which is less cumbersome and bureaucratic than the statutory investigation process and which will enable us to deliver a more timely but effective outcome for complainants and for police officers.

In addition to this the Committee recognised our need for a new Case Handling System to replace our existing Case Management System. The procurement and introduction of the new system will be an important issue for the Office this year.

This strategic plan contains our goals, objectives, targets and indicators. It will enable us to ensure the proper functioning of the Office with proper resource allocation. It will also enable us to measure the extent to which we have achieved the targets set and to be held accountable for responsibilities placed on us.

**Nuala O'Loan**

Police Ombudsman for Northern Ireland

# CORPORATE GOVERNANCE

## **Governance**

The Police Ombudsman, Nuala O'Loan, was appointed by Parliament as a named person for a fixed term of seven years. The status of this public authority is that of corporation sole. The Police Ombudsman is accountable to Parliament, through the Secretary of State, for the duty placed on her to provide an independent and impartial police complaints system.

## **Corporate Accountability**

The status of the Office of the Police Ombudsman is that of a Non Departmental Public Body administrated through the Northern Ireland Office. The Accounting Officer responsibility is delegated from the Permanent Secretary of that Department to Samuel Pollock, Chief Executive, who is accountable to the Police Ombudsman for the effective and efficient control and resourcing of the Office.

## **Executive Control**

A Senior Management Team convenes monthly, or more often if required, and comprises the Police Ombudsman – Nuala O'Loan, the Chief Executive – Sam Pollock, Executive Director of Investigations – David Wood, Director of Complaints and Investigation – Justin Felice, Director of Corporate Services – Olwen Laird, Director of Information – Tim Gracey and Director of Policy and Practice – Greg Mullan. Directors carry executive responsibility for delegated functions, resources and control of operations and are required to report through the Senior Management Team for the effective and efficient running of the police complaints system and the performance of the staff.

## **Audit Committee**

An Audit Committee with independent members and representatives of the Northern Ireland Office oversees internal audit and internal financial controls. External audit is facilitated through the Northern Ireland Audit Office. The Office is the subject of inspection by the Surveillance Commissioner and the Criminal Justice Inspectorate, as well as reporting to the Oversight Commissioner on progress and achievement of relevant Patten recommendations.

## **Annual Report**

The corporate governance of the Office is manifested through regular formal reporting on a quarterly basis to the Northern Ireland Office and with a full Annual Report and Statement of Accounts in relation to the performance and funding of the Office made to the Secretary of State and published in Parliament in July each year.

# EXECUTIVE MANAGEMENT CHART

## Police Ombudsman



## Chief Executive



## Executive Director of Investigations



## DIRECTORS

### Information & Media



Information  
Media  
Press

### Investigations



Complaints Team  
Investigation Teams  
Specialist Investigation Team  
Legal Team

### Corporate Services



Finance  
Human Resources  
Information Technology

### Policy & Practice



Policy and Practice Investigations  
Research  
Quality Assurance

# STATUTORY DUTIES

## **THE POLICE OMBUDSMAN FOR NORTHERN IRELAND IS:**

- established by the Police (NI) Act 1998;
- accountable to Parliament through the Secretary of State;
- constituted and operated independently of the Northern Ireland Policing Board (NIPB) and the Chief Constable;
- required to have regard to any guidance given by the Secretary of State;
- an executive non-departmental public body financed by a Grant in Aid from the Northern Ireland Office.

## **THE POLICE (NI) ACT 1998 DIRECTS THE POLICE OMBUDSMAN TO:**

- secure an efficient, effective and independent complaints system;
- secure the confidence of the public and of members of the Police Service;
- observe all requirements as to confidentiality;
- receive complaints and other referred matters and to decide how to deal with them;
- receive and record policy complaints and refer them to the Chief Constable;
- make recommendations to the Director of Public Prosecutions (DPP) for criminal prosecution;
- make recommendations and directions in respect of disciplinary action against police officers;
- notify the Secretary of State, NIPB and Chief Constable of the outcome of certain complaints, referred matters and any investigation which the Police Ombudsman initiates without a complaint;
- report to the Secretary of State annually.

## **THE POLICE (NI) ACT 2000 DIRECTS THE POLICE OMBUDSMAN TO:**

- carry out inquiries as directed by the Secretary of State;
- supply statistical information to the NIPB.

## **THE POLICE (NI) ACT 2003 DIRECTS THE POLICE OMBUDSMAN TO:**

investigate a current practice or policy of the police if:-

- the practice or policy comes to her attention under the Act, and
- she has reason to believe that it would be in the public interest to investigate the practice or policy.

# PUBLIC VALUES

## **INDEPENDENCE AND INTEGRITY**

The Police Ombudsman operates independently of the Police Service and the NIPB in Northern Ireland and strives to investigate all complaints objectively.

The Police Ombudsman requires her staff to operate with integrity in all their dealings with the public and the police.

## **IMPARTIALITY AND FAIRNESS**

The Police Ombudsman and her staff handle and investigate complaints impartially, free of bias or influence.

The Police Ombudsman will give all complainants and police officers an opportunity to state their case and will consider each complaint fairly and even-handedly.

## **OPENNESS AND ACCESSIBILITY**

The Police Ombudsman is determined that the police complaints system will be as open and transparent as possible within the requirements of the law.

The Office is open to the public during normal working hours and there is also a dedicated phone number for complainants. The Office will also respond to referrals of serious matters by the Chief Constable 24 hours a day.

## **HUMAN RIGHTS AND CONFIDENTIALITY**

The Police Ombudsman complies with relevant international principles and standards on policing and human rights.

The Police Ombudsman must not disclose any information in relation to any matter except as provided by the Police (Northern Ireland) Act 1998.

## **SATISFACTION AND ACCOUNTABILITY**

The Police Ombudsman welcomes from members of the public and police officers any complaints, criticisms or comments in relation to the manner in which complaints have been handled.

The Police Ombudsman is accountable to Parliament, to the Secretary of State for Northern Ireland and to the courts. The Police Ombudsman is subject to inspection by the Surveillance Commissioner, the Criminal Justice Inspector and to audit by the Comptroller and Auditor General.

# STRATEGIC GOALS – 2005-2008

## STRATEGIC GOALS

The Vision and Mission of the Police Ombudsman are supported statutory provisions, and are achieved through the operation and performance of the Office in line with the goals and objectives set each year. Three strategic goals were set for managers and staff in 2004 and it was recognised that these would act as drivers for continuous improvement in the next phase of the life of the Office. We are now moving into the second year of those goals. Much has been achieved but more still needs to be done.

### **GOAL 1:** *Striving for excellence in the delivery of an efficient and effective police complaints system service*

Excellence is the only legitimate target in any service. It may be difficult to achieve, but it should nevertheless be the standard against which progress and performance are measured.

The Office aims to reduce the length of time taken to administer complaints and to formerly investigate specific allegations. While speed is not always the best driver, it is still extremely important that there is a timely process and that members of the public or police officers do not have to wait any longer than absolutely necessary in seeing matters handled by the Office brought to an effective outcome.

Effective outcomes may not always please or satisfy the various parties involved, but the handling and investigation of complaints must be evidence based and founded on the highest professional standards. The programme of quality assurance, audits, inspections and scrutiny of standards will continue to be a priority for the Office.

Directors have demonstrated an ability to estimate, plan and manage resources within the grant-in-aid limits and regulations set down by the Northern Ireland Office. The residual work transferred from the previous Commission is now completed and so the funding of the Office relates directly to the current workload of this new complaints system. In this current year we aim to implement a new IT Case Handling System which will help the Office improve efficiency and value in the use of time and resources.

# STRATEGIC GOALS – 2005-2008

## **GOAL 2:** *Contributing to an improvement in policing through policy and practice, retrospective and other investigations*

The second strategic goal set in 2004 reflects the high importance placed by the Office on the improvement of the policy and practice of the Police Service of Northern Ireland. In the early years of the Office we have produced research reports and Regulation 20 Reports on high profile issues such as the use of baton rounds and the use of firearms, and these have provided significant impact and been influential on a Police Service going through major transition.

We are pleased that the information flowing from analysis of trends and patterns from all complaints is now assisting District Policing Partnerships and District Police Commanders to focus on local issues of practice and conduct, which may not be as high profile or controversial, but nonetheless highly important to members of the public and police officers as they engage in day-to-day life situations.

The work of the Policy and Practice Directorate, the ongoing management of informal resolutions in the Complaints Team and the continuing work in Investigation Teams all contribute to the improvement of practice and conduct by the Police Service and so there are significant objectives and targets set in this area.

## **GOAL 3:** *Maintaining public confidence and improving police confidence in the independence and impartiality of the police complaints system*

The third strategic goal will continue to be the most far reaching. The vision of those who set this system in place following the report of Dr Maurice Hayes in 1997 was that it would enhance confidence in the field of policing in Northern Ireland. Improving confidence and accountability in policing cannot be achieved only through the work of this Office, but our work and the confidence that the public have in it act as a strategic lever in the better governance of policing in Northern Ireland.

This Office has secured the general confidence of Protestant and Catholic communities. However, a major challenge over the next three years will be to continue to develop awareness and understanding within the various groups identified under Section 75 of the Northern Ireland Act 1998. As part of this work, our deep commitment to our programme of work with young people will continue. Every member of the public has a right to expect an equitable and fair policing service. This Office must be easily accessible to them in any situation where it is alleged that standards of policing or conduct have fallen short.

The Office has secured working arrangements with the Police Service of Northern Ireland which accommodate the independence of the function of the Office. However, the awareness, understanding and confidence of police officers in the Office is a continuing priority and considerable resources and events are dedicated to enable the Office to build on current achievement.

# OBJECTIVES, INDICATORS AND TARGETS 2005-2006

## OBJECTIVE 1 - To deliver the highest quality of service to complainants in the receipt, recording and processing of complaints

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### INDICATOR:

LEVEL OF COMPLAINTS REGISTERED

- Over three years the level of complaints has dropped 10% to just under 3000 per year
- Over three years the level of allegations has remained static at 4000 per year

*Target: To resource minimum of 3000 complaints and 4000 allegations per annum*

### INDICATOR:

PROMPT SERVICE

- 90% of complaints responded to and actioned within four working days (Nov and Dec 2004 Quality Assurance Audit).
- 77% of respondents were satisfied with how long the Office took to reply after they first reported the incident. (Complainant Satisfaction Survey 2004-05.)

*Target: 95% complaints registered and allocated within 4 working days*

### INDICATOR:

TIMELY PROCESS (QUALITY ASSURANCE AUDIT - MARCH 2005)

- Time taken to administer complaints not subject of investigation – 33.1 days
- Time taken to register and refer complaints for formal investigation, 9.6 days

*Target: To reduce average time to administer complaints to 30 days*

### INDICATOR:

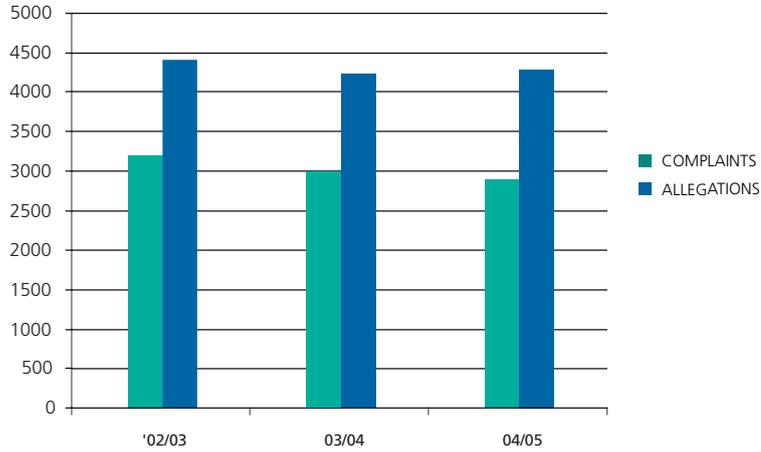
QUALITY OF COMPLAINT AND INVESTIGATION ADMINISTRATION PROCESSES (COMPLAINANT SATISFACTION SURVEY 2004-2005)

- 75% of complainants were satisfied with how clearly the complaint process was explained.
- 75% of complainants would use the system again

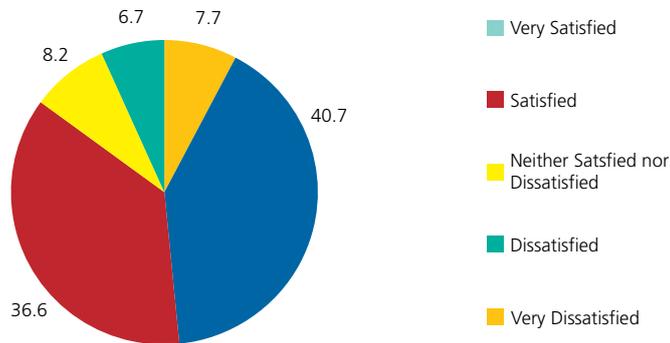
*Target: To increase to 80% of complainants satisfied with service and would use it again*

# SUPPORTING INFORMATION

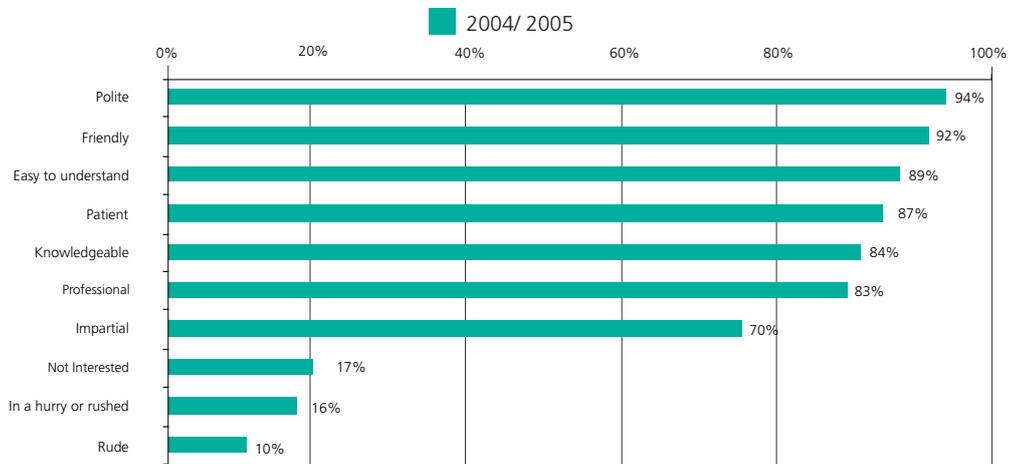
Level of Complaints and Allegations 2002-2005



How long it took the Office to reply to you after you first reported the incident



How did staff seem to you?



# OBJECTIVES, INDICATORS AND TARGETS 2005-2006

## **OBJECTIVE 2 - To ensure appropriate complaints are identified for the Informal Resolution process, achieving maximum confidence of both the public and police**

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### **INDICATOR:**

#### TIMELY PROCESS OF INFORMAL RESOLUTION

- 93% of complaints are referred to police with consent within 3 working days
- Average time to informally resolve complaints has fallen from 50 to 46 days in last 12 months

*Target: To refer 95% of complaints suitable for Informal Resolution and with consent within 3 working days*

### **INDICATOR:**

#### COMPLAINANT SATISFACTION WITH INFORMAL RESOLUTION PROCESS

- 74% of complaints referred were informally resolved in 2004-2005
- 12% received apology from officer or PSNI
- 29% of matters brought to the attention of DCU Commander

*Target: To increase levels of complainant satisfaction with informal resolution process*

### **INDICATOR:**

#### POLICE OFFICER SATISFACTION WITH INFORMAL RESOLUTION PROCESS

*Target: To measure level of satisfaction of police officers with informal resolution process*

### **INDICATOR:**

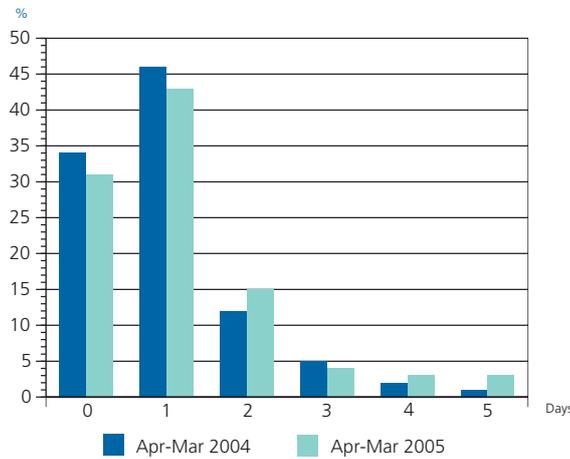
#### MEDIATION OF APPROPRIATE COMPLAINTS

- Project Board to be established May 2005
- Consultation and agreement with stakeholders to be complete by November 2005
- Legislation amendment to be agreed with NIO by December 2005
- Training and piloting to commence by January 2006

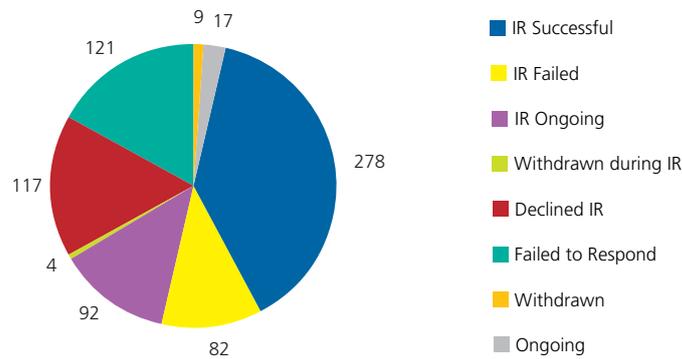
*Target: New arrangements to be secured by March 2006*

# SUPPORTING INFORMATION

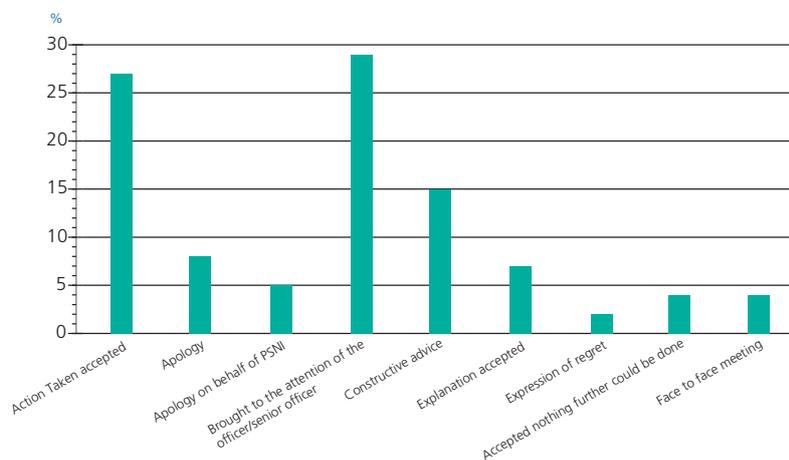
## IR Performance Indicators: Consent to IR & referred to PSNI



## Profile of IR April 2004-March 2005



## Outcomes of IR



# OBJECTIVES, INDICATORS AND TARGETS 2005-2006

## **OBJECTIVE 3 To provide an independent and impartial investigation process which is timely and of the highest quality**

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### **INDICATOR:**

RESPONSIVENESS TO SERIOUS MATTERS

- 72 referrals from Chief Constable during 2004-2005

*Target: To respond within 11/2 hours (24/7) to serious incidents referred*

### **INDICATOR:**

PROGRESS OF MAJOR INVESTIGATIONS

- 52 significant matters under investigation

*Target: Publication of 6 reports on exceptional matters during 2005-2006*

### **INDICATOR:**

TIMELINESS OF THE INVESTIGATION (EXCLUDING PROCESS TIME WITH EXTERNAL BODIES EG DPP)

- Currently 1311 allegations under investigation by Teams
- Average time to complete investigation (excluding process time), 84 days (Audit January 2005)

*Target: To reduce average time for completed investigations to 80 days*

### **INDICATOR:**

TIMELY UPDATING OF COMPLAINANTS

- 77% of complainants were updated on progress within 6 weeks (Audit – July-Sept 2004)

*Target: Minimum of 85% complainants updated within 6 weeks*

### **INDICATOR:**

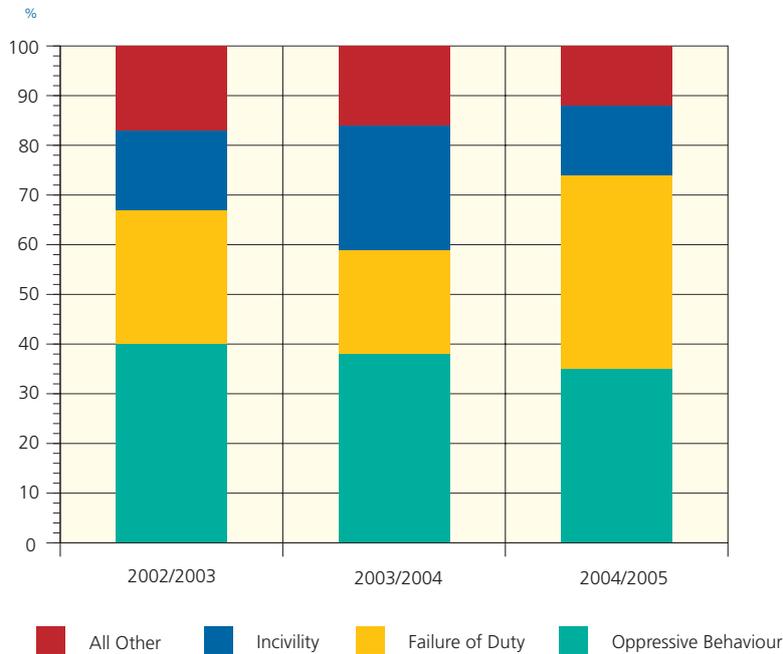
TIMELY UPDATING OF POLICE OFFICERS

- 81% of police officers were updated on progress within 6 weeks (Audit – July-Sept 2004)

*Target: Minimum of 85% police officers updated within 6 weeks*

# SUPPORTING INFORMATION

Allegation types by year



## CHIEF CONSTABLE REFERRALS 2004-2005

Factor Underlying Referral	Number
CS Spray	58
Firearms Discharge	3
Assault	2
Death	2
Suspected Fatality	1
Road Traffic Collision	1
Attempt to Pervert the Course of Justice	1
Blackmail	1
Deception	1
Failure of Duty	1
Serious Injury	1
TOTAL	72

# OBJECTIVES, INDICATORS AND TARGETS 2005-2006

## OBJECTIVE 4 - To ensure the public and police are accurately informed about and have confidence in the Office of the Police Ombudsman

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### INDICATOR:

#### QUALITY INFORMATION AND PRESENTATIONS TO THE PUBLIC

- Information and publication programme being reviewed – June 2005
- Programme of outreach to schools and youth-related projects in place
- Specific focus on Section 75 groups ongoing

*Target: Outreach programme to at least 50 community projects including 20 schools*

### INDICATOR:

#### PUBLIC AWARENESS AND CONFIDENCE IN THE OFFICE (RESULTS OF OMNIBUS SURVEY – MARCH 2005)

- 86% of people are aware of the Police Ombudsman system
- 78% of people thought the Office would help police do a good job
- 78% of people were confident that the Police Ombudsman deals with complaints in an impartial way
- 84% of the people consider the Office is independent

*Target: To maintain or improve public confidence at current high levels*

### INDICATOR:

#### EFFECTIVE COMMUNICATION WITH POLICE

- Joint Committee with PSNI and Staff Associations now working
- Quality of presentations before and after events now evaluated
- Current programme of presentations has reached approximately 1900 police officers

*Target: To extend information presentations to a further 2000 police officers with emphasis on CID and TSG*

### INDICATOR:

#### POLICE AWARENESS AND CONFIDENCE IN THE OFFICE

- Agreement to jointly commission new confidence survey with PSNI and Police Associations
- Survey of police officers investigated being planned

*Target: To measure police confidence and satisfaction levels by independent survey – March 2006*

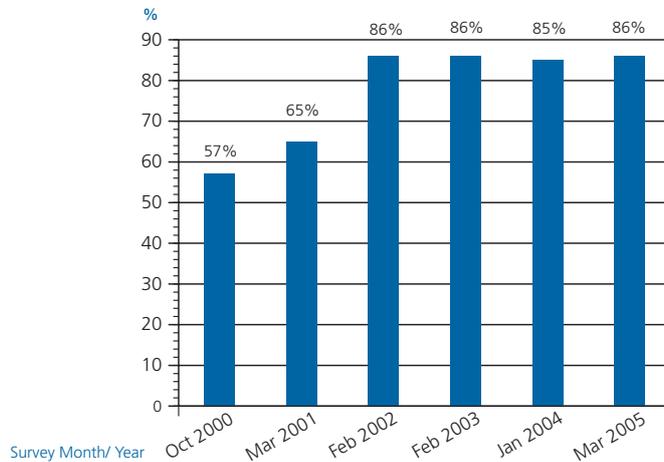
### INDICATOR:

#### FREEDOM OF INFORMATION REQUESTS RESPONDED TO IN LINE WITH FOI 2004 ACT

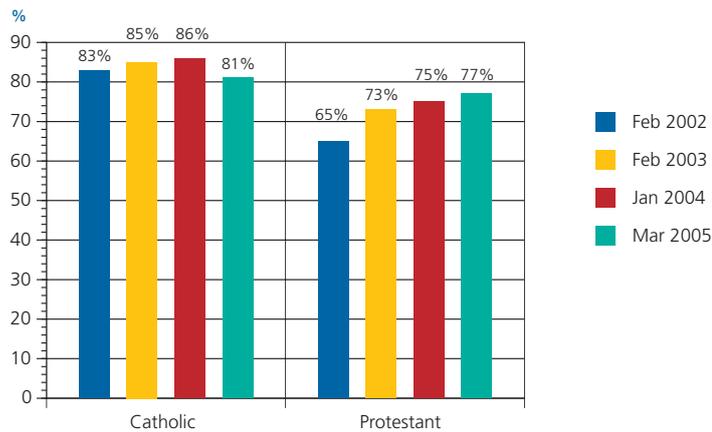
*Target: Respond to all requests within 20 working days*

# SUPPORTING INFORMATION

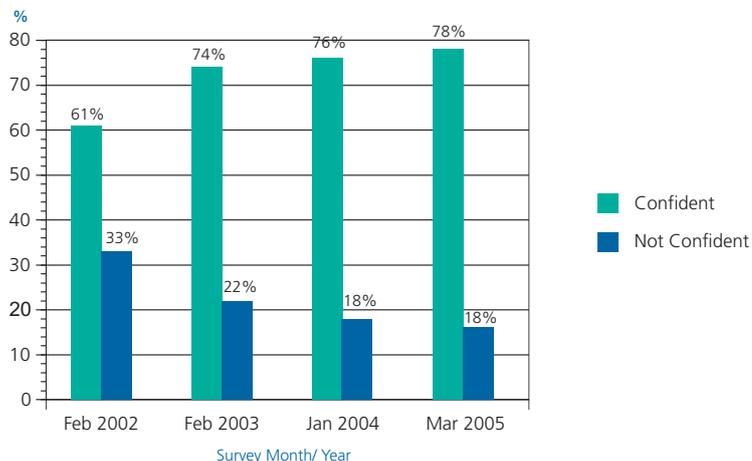
Proportions of respondents aware of the Police Ombudsman, October 2000 to March 2005



Proportions of Catholic and Protestant respondents thinking that the Police Ombudsman would help the police do a good job, February 2002 to March 2005



Confidence in the impartiality of the Police Ombudsman's investigations, February 2002 to March 2005



# OBJECTIVES, INDICATORS AND TARGETS 2005-2006

## OBJECTIVE 5 - To provide information about the nature and outcomes of complaints against the Police and about investigations into Police policy and practice issues

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### INDICATOR:

REPORTS ON NATURE AND OUTCOME OF COMPLAINTS AND ALLEGATIONS

- Statistical complaints' profile to PSNI monthly within 10 working days of end of month
- Patterns and trends reports submitted to PSNI and NIPB quarterly within 20 working days
- Tracking reports on multiple complaints against officers to PSNI DCUs monthly within 20 working days

*Target: To make available all agreed reports within timescales*

### INDICATOR:

PUBLISHED STATISTICS OF POLICE COMPLAINTS AND OUTCOMES ON WEBSITE

- More than 60,000 visitor sessions to web-site – 2004-2005
- More than 20,000 downloads on web-site – 2004-2005

*Target: To increase visitor use of web-site*

### INDICATOR:

POLICE POLICY AND PRACTICE INVESTIGATIONS WITH RECOMMENDATIONS COMPLETED

- Police Identification Report – July 2005
- Police Searching of Dwellings Report – November 2005

*Target: Complete 2 published reports*

### INDICATOR:

PUBLISH RESEARCH PAPERS ON KEY POLICING ISSUES ARISING FROM COMPLAINTS

- Informal Resolution Report – August 2005
- CS Spray Report – September 2005
- Second Baton Round Research Report – October 2005
- Joint NIPB Research Report on Minority Communities and Policing – Nov 2005
- Non Co-operation Research Report – January 2006

*Target: Complete 5 published reports*

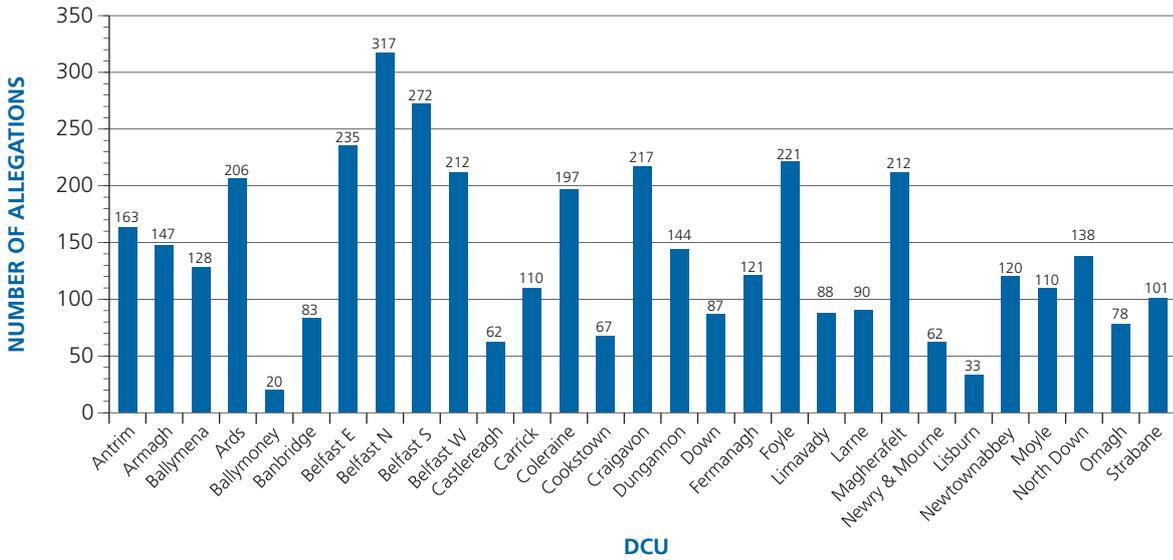
### INDICATOR:

TIMELY PRODUCTION OF CORPORATE PLAN AND ANNUAL REPORT IN WRITTEN FORMAT AND ON WEBSITE

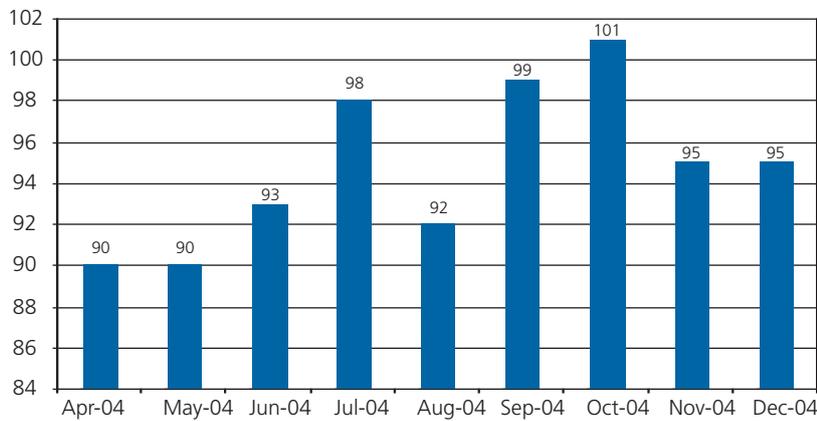
*Target: 30 June 2005*

# SUPPORTING INFORMATION

Number of Allegations from each DCU, 2004-2005



Number of Officers with 3+ complaints, April to December 2004



Web Site Usage 04-05



# OBJECTIVES, INDICATORS AND TARGETS 2005-2006

## OBJECTIVE 6 - To measure and develop all the resources necessary for the functions of the Office

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### INDICATOR:

EFFICIENT EXPENDITURE WITHIN GRANT-IN-AID

*Target: To achieve expenditure budget plan within 2% of Grant-in-Aid*

### INDICATOR:

PROGRAMME FOR ACCREDITED TRAINING FOR INVESTIGATION STAFF

- 32 investigators completed programme in first two cohorts
- Third cohort to commence January 2006

*Target: 25 investigators to be accredited by Joint Quality Board before March 2006*

### INDICATOR:

COMPLETION OF PROGRAMME OF AGREED TRAINING FOR ALL STAFF

- Training Needs Analysis agreed and prioritised June 2005
- Resource and training provision agreed July 2005

*Target: To achieve minimum 80% completion of training need by March 2006*

### INDICATOR:

LEVEL OF STAFF VACANCY TIME

- 9% staff vacancy level against staff complement in 2004-2005
- Review of grading and conditions through JNCC to assist retention of core staff waiting agreement

*Target: Reduce level of vacancy time to no more than 6%*

### INDICATOR:

IMPLEMENTATION OF NEW CASE HANDLING SYSTEM

- Operational requirement finalised April 2005
- Tender documents issued May 2005
- Procurement award August 2005
- Final business case September 2005
- Contract commencement and implementation October 2005

*Target: Procurement and implementation achieved by March 2006*

### INDICATOR:

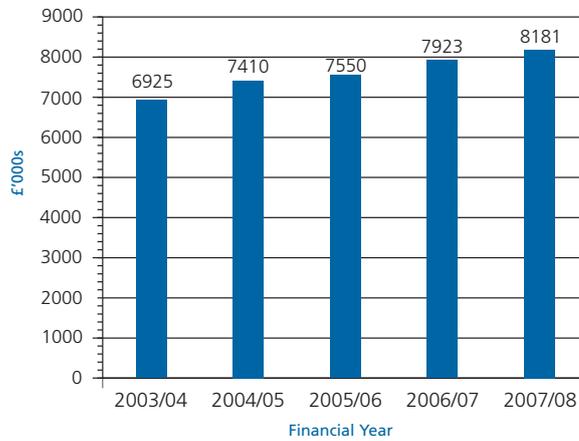
PROFILE OF STAFF REFLECTING SECTION 75 PRIORITIES

- Article 55 monitoring demonstrating healthy community profile
- Equal pay review carried out – March 2005 with no key recommendations
- Gender balance weighted in favour of males

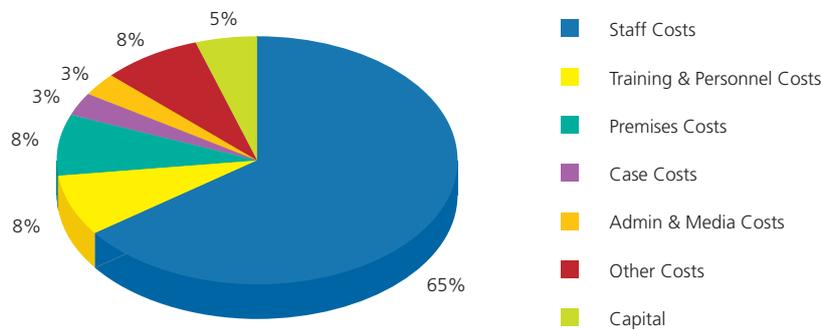
*Target: To seek to reduce gender imbalance through affirmative advertising*

# SUPPORTING INFORMATION

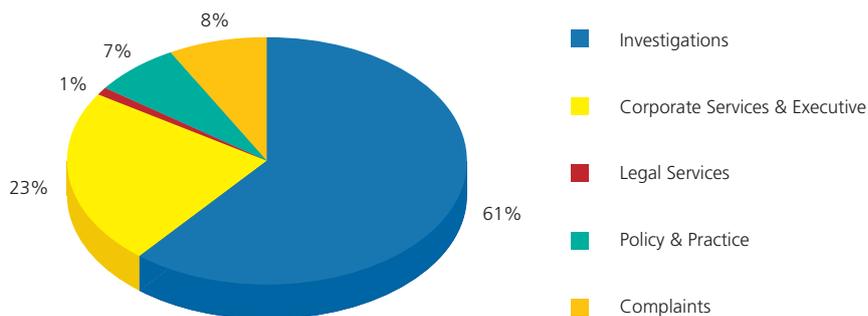
**Total Cash Budget**



**Resource by Expenditure Category**



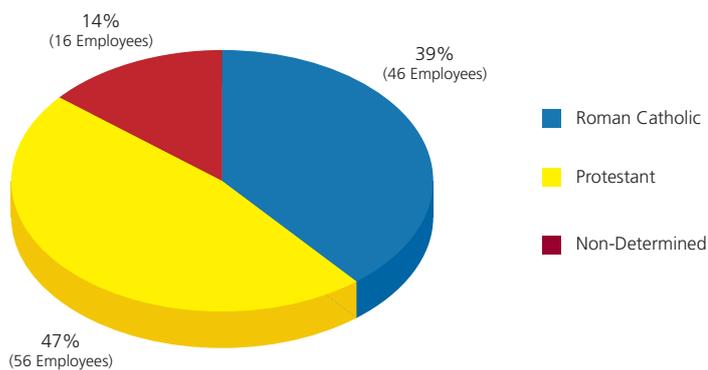
**Staff Resource by Functional Area**



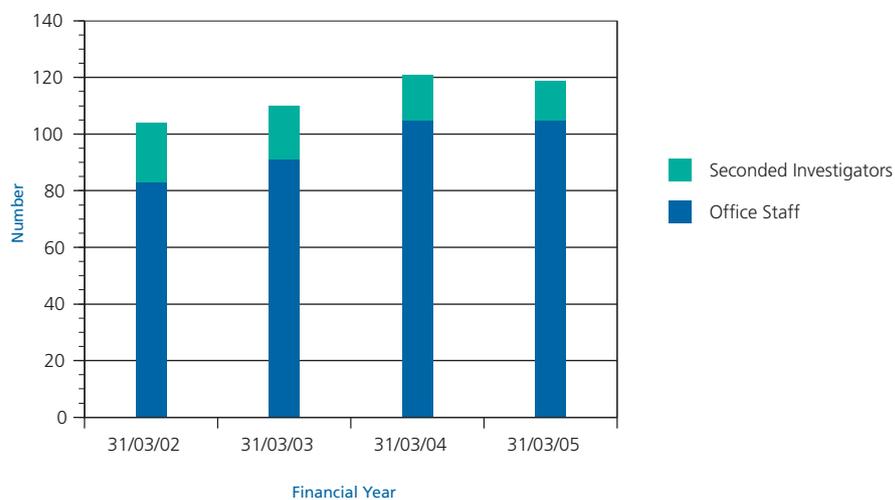
# SUPPORTING INFORMATION

Composition of Workforce As at 1 January 2005	Number of Employees	Percentage
Number of Males	73	62%
Number of Females	45	38%
Number of Protestants	56	47%
Number of Roman Catholics	46	39%
Number not determined	16	14%
Number of Protestant Males	31	26%
Number of Protestant Females	25	21%
Number of Roman Catholic Males	28	24%
Number of Roman Catholic Females	18	15%
Number of non determined Males	14	12%
Number of non determined Females	2	2%

**Breakdown of OPONIs Direct Workforce by Community Background as at 01/01/05**



**Staff Profile**



# KEY PERFORMANCE INDICATORS AND TARGETS

Key Performance Indicators	Current performance 2004 – 2005	Targets 2005 - 2006
Prompt response to calls from members of the public	Average response time 8 seconds	Within 20 seconds
Prompt response in reception of visitors	Average waiting time 4 minutes	Within 5 minutes
Responsiveness of complaints being acknowledged and allocated	90% achievement in 4 days	Within 4 days 95%
Time to administer complaints not referred for investigation	Average time to administer complaints not referred for investigation 33.1 days	Average 30 days
Time taken to refer suitable complaints with consent of complainant for Informal Resolution	93% achievement in 3 days	3 days 95%
Initiate contact with complainant by investigation officer	88% achievement in 3 days	3 days 90%
Time to investigate matters excluding grave and exceptional	Current average time 84 days	Average 80 days
Rapid response to emergency Chief Constable referrals	Target achieved 100%	Within 1.5 hours Belfast, 3 hours in Region
Complainants kept informed of complaint progress regularly	77% of complainants were updated on progress within 6 weeks	Within 6 weeks 85%
Police officers kept informed of progress of the investigation on	81% of police officers were updated on progress within 6 weeks	Within 6 weeks 85%
Satisfaction of complainant with service given by complaints and investigation officers	75% of complainants satisfied and	Min 80% satisfaction
Monthly supply of statistical reports of all complaints to PSNI and NIPB	Targets achieved	Within 10 days of month end
Responsiveness to Freedom of Information 2004 Act requests	Complied with all requests	Within 20 days
Public awareness and confidence in the Office	High level of confidence as measured in Survey	Maintain current results
Accreditation of investigators through Portsmouth University (Further 15 officers)	34 investigators engaged, 10 externally accredited	Further 15 officers
Staff skills and training development (80% response to staff training needs)	477 staff participation on 87 training events	80% staff training complete
Compliance with Section 75 NI Act 1998 and Article 55 FETO 1998 (Reports as required)	Complied with deadlines with returns	Monitoring return May Progress report August
Risk management controls	Audit Committee approved reviews 3 times during year	Register updated quarterly
Grant-in-Aid compliance	Achieved with 1% of budget	Within 2% limits
Published Corporate Plan and Annual Report	Achieved target dates	Before 30th June

## IF YOU HAVE A COMPLAINT ABOUT A POLICE OFFICER, YOU SHOULD CONTACT US

YOU CAN:

- Write to us at the address given below;
- Call in at the Office between 9 am and 5 pm Monday to Friday;
- Phone the Office at any time on 0845 601 2931 or 028 9082 8600; telephone calls to this Office may be monitored for training, quality assurance and other lawful purposes;
- Send us a fax at any time on 028 9082 8659; E-mail us at [info@policeombudsman.org](mailto:info@policeombudsman.org) or
- Visit our website at [www.policeombudsman.org](http://www.policeombudsman.org)

YOU DO NOT HAVE TO PAY TO MAKE A COMPLAINT.

Police Ombudsman for Northern Ireland  
New Cathedral Buildings, St Anne's Square, 11 Church Street, BELFAST BT1 1 PG  
**Tel:** 028 9082 8600      **Fax:** 028 9082 8615  
**Web:** [www.policeombudsman.org](http://www.policeombudsman.org)

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## IF YOU HAVE A COMPLAINT ABOUT THE OFFICE OF THE POLICE OMBUDSMAN

If you are not satisfied with any aspect of the Police Ombudsman's services or actions, you have a right to complain. You can make a complaint verbally (by telephone or by calling at our Office) or in writing (by letter, fax or e-mail).

Your complaint will be registered and acknowledged within three days and a response given to you within 20 working days.

The Office of the Police Ombudsman is independent and its decisions are final. Any complaints about its service should be referred to the Police Ombudsman. If, having raised a complaint of maladministration (e.g. delay, discourtesy, failure to apologise) with the Ombudsman's office you are unhappy with the written explanation you receive, you can forward it to the Secretary of State with a letter specifying the particulars of why you are unhappy with the Ombudsman's reply of explanation. The Secretary of State cannot consider the decisions of the Ombudsman on the investigation of a complaint, or the outcome of an investigation, or comment on matters which would properly fall to the courts.

The address is: The Secretary of State, Northern Ireland Office, Castle Buildings, Stormont, Belfast BT4 3SG



New Cathedral Building, St. Anne's Square, 11 Church Street, BELFAST BT1 1PG  
**Tel:** 028 9082 8600    **Fax:** 028 9082 8615    **Web:** [www.policeombudsman.org](http://www.policeombudsman.org)