

Annual Business Plan

2006 - 2007



I am pleased to submit to the Secretary of State and to the public of Northern Ireland this Business Plan for the incoming year April 2006 to March 2007.

The past year has been extremely challenging in terms of the management of resources, but I believe this Business Plan will, through the objectives set, help me meet my statutory duties.

Directors and staff have considered the key areas in which the performance of this Office needs to be closely targeted and measured, and I commend to you the very challenging targets which have been set for the Office in the next twelve months. Some are focused on creating more effective and timely processes, others recognise that quality of practice is the first prerequisite.

We were pleased in January to be awarded IIP accreditation and I know that the targets we have set for the next 12 months will drive the Office forward in a continuous process of improvement and development.

I hope that the work of this Office will have your support as we seek to provide an effective police complaints system in the interest of the public and those police officers who serve our community, often in difficult and demanding circumstances.

A handwritten signature in black ink that reads "Nuala O'Loan". The signature is written in a cursive style with a horizontal line underneath.

Mrs Nuala O'Loan

Police Ombudsman for Northern Ireland

May 2006

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Glossary of Abbreviations

PPS	-	Public Prosecutions Service (formerly DPP)
NIPB	-	Northern Ireland Policing Board
PSNI	-	Police Service of Northern Ireland

01

Vision, Mission and Introduction

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

Since the opening of the Office I have sought with my staff to establish a complaints system as provided for by law, which would have the confidence of the public and the police because of its reputation for fairness and independence. Levels of public confidence in our independence and fairness are and have been very high, excess of 80 per cent of the population consistently state they believe us to be fair and independent. I am determined to maintain this vision during my term of Office.

Mission

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

Over the years we have sought in every reasonable way to make the public aware of the complaints service, and to make the service accessible and responsive to their need to complain or express dissatisfaction with the service which they have received from the police. Over 86 per cent of the public are aware of this Office and our prompt responsiveness to them is and will continue to be a high priority.

Mission

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

As part of this work I have also sought, with my staff, to build an effective and robust complaints and investigation process which would deal even-handedly with all complaints. In some cases there are clear grounds for complaints, and particular allegations are substantiated. In many other cases when detailed information or evidence is sought, there are no grounds for the complaints and in such cases I explain the actual situation as clearly as is possible to the person making the complaint.

Mission

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

We have endeavoured over the years to contribute to the improvement of policy and practice in policing through detailed analysis and research. That contribution takes the form of recommendations, which we make to the Chief Constable for alternative practices or additional training for officers, arising from the investigation of complaints, and also the publication of research reports about particular issues. Our services to the Chief Constable, the Northern Ireland Policing Board and the wider public are considered by authorities such as the Patten Oversight Commissioner to be extremely important to the development of policing.

02

Goals and Immediate Priorities

Strategic goals

In 2004 my staff and managers agreed strategic goals for the years 2004-2007 driving us forward in support of our Vision and Mission. These goals are still relevant and challenging and I have identified five significant priorities for the next twelve months.

Goal 1

Striving for excellence in the delivery of an efficient and effective police complaints system.

Priority

Coping with increase in complaints

Somewhat unexpectedly the past year has seen a significant increase in the level of allegations and complaints received by the Office, after a period where there appeared to be a levelling off or downward trend in complaints. We are realigning and adjusting our priorities and use of resources to enable us to cope with the current operational pressures. We have not asked for additional funds in respect of this increased operation workload, but if the current increase continued, it would present exceptional pressures for the Office. I am confident, however, that with a growing strength and competence in terms of our investigation capacity within the Office that we are able to respond effectively to this priority.

Priority

Examining legislation underpinning the system

My Office has been in existence now for over five years and one of the immediate statutory priorities is to review the working of the legislation, as required by s.61 of the Police (Northern Ireland) Act 1998. I am currently consulting with the public and the police organisations, seeking their views on how things are working and on any necessary changes which they might identify. This is an extensive exercise, but it is of the utmost importance that views should be sought of all those who use or interact professionally with the system. It is a priority to provide a report to the Secretary of State on these matters this year.

Goal 2

Contributing to an improvement in policing through policy and practice, retrospective and other investigations.

Priority

Looking back at unresolved matters

It is without doubt a reality that the new policing arrangements, structures and process within Northern Ireland are developing and maturing at a great pace. Dealing with the past remains a challenge for all institutions and all sectors of our society, but most of all for those who work in fields relating to policing and security. The Government strategy in funding, and the PSNI initiative in launching an Historic Enquiry Team in relation to the many very terrible deaths which took place over 30 years is very important. My Office has a specific responsibility in this context, as matters where the actions of a police officer may have resulted in a death, must by law be referred to this Office for investigation. This is an immediate priority for me, and I hope that within this financial cycle I will be able to put dedicated investigation resources into place for this purpose.

Goal 3

Maintaining public confidence and improving police confidence in the independence and impartiality of the police complaints system

Priority

Resolving and mediating complaints

One of the developments which has been subject of public consultation recently has been a desire to provide workable options in the mediation and conciliation of complaints. I am convinced that a large number of complaints could be handled more effectively, if members of the public and police officers could be facilitated in discussing together, the reasons or context in which complaints or dissatisfaction arose. Such options require legislative change, and will involve significant development and training of mediation staff. I hope that within this current year we will reach the point of at least testing our new proposals.

03

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, the Chief Executive, Senior Director of Investigations and four Directors. 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, the Interception 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.



Samuel Pollock Chief Executive

- Accountable to the Police Ombudsman
- Accounting Officer reporting to the Permanent Secretary
- Adviser to the Police Ombudsman on corporate and executive matters
- Executive control of funds and employer responsibilities
- Supervision of senior managers

04

Executive Management and Functions



Justin Felice

Senior Director of Complaints and Investigations

- Adviser to the Police Ombudsman on investigation strategy and outcomes
- Strategic oversight of all investigations
- Supervision of Directors of Investigation and Information



Olwen Laird

Director of Corporate Services

- Management and control of corporate services
- Secretary to and member of Audit Committee
- Supervision of Human Resource, Finance and IT Managers



John Larkin

Acting Director of Complaints and Investigations

- Accountable to Senior Director
- Management and control of all investigations
- Supervision of Senior Investigators and Senior Complaints Officer



Tim Gracey

Director of Information

- Management and control of information and media communications
- Adviser to the Police Ombudsman on external communications
- Supervision of Information and Media Managers



Greg Mullan

Director of Policy and Practice

- Management and control of all policy and practice investigations
- Programming and resourcing of research
- Supervision of Professional Standards and Research Managers

05

Statutory Duties and Public Values

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; and
- 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:

- exercise his powers in such manner and to such extent as appears to him to be best calculated to secure –
 - (a) the efficiency, effectiveness and independence of the police complaints system; and
 - (b) the confidence of the public and of members of the police force in that system;
- observe all requirements as to confidentiality;
- receive complaints and other referred matters and to decide how to deal with them;
- investigate complaints, referred matters and matters called in for investigation by the Police Ombudsman;

- 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; and
- 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; and
- 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 Interception Commissioner and the Criminal Justice Inspector and to audit by the Comptroller and Auditor General.

06

Objectives, Indicators and Targets 2006-2007

OBJECTIVE 1

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

Indicator:

LEVEL OF COMPLAINTS REGISTERED

There has been an increase of 8% in complaints received in 2005-06 and a 25% increase in related allegations. Currently a projected level of complaints for 2006-2007 would be minimum of 3300.

Target:

To resource and action all complaints and related allegations registered

Indicator:

PROMPT SERVICE

Currently 85% of complaints are registered, acknowledged and actioned within four working days. The average response time to telephone calls to the Office in 2005-06 is 4 seconds and the average response time to visitors at reception in 2005-06 is 3.20 minutes.

Targets:

90% of complaints actioned within 5 working days of complaint being received

95% of telephone calls to the Office to be responded to within ten seconds

95% of members of the public calling to the Office to be seen within five minutes

Indicator:

TIMELY PROCESS

Time taken to administer complaints not subject of investigation is 32 working days. 82% of complainants are contacted by the Investigating Officer within 3 working days of being allocated the complaint. 91% of complaints suitable for Informal Resolution are referred within 3 working days of complainant consent being obtained.

Targets:

85% of complaints, not subject of investigation, to be processed within 32 working days

85% of complainants to be contacted by the Investigating Officer within 3 working days of being allocated to that officer.

90% of complaints suitable for Informal Resolution to be referred within three working days of complainant consent being obtained

Indicator:

QUALITY OF COMPLAINT AND INVESTIGATION PROCESSES

59% of complainants were satisfied or very satisfied with service received and 70% of complainants would use the service again.

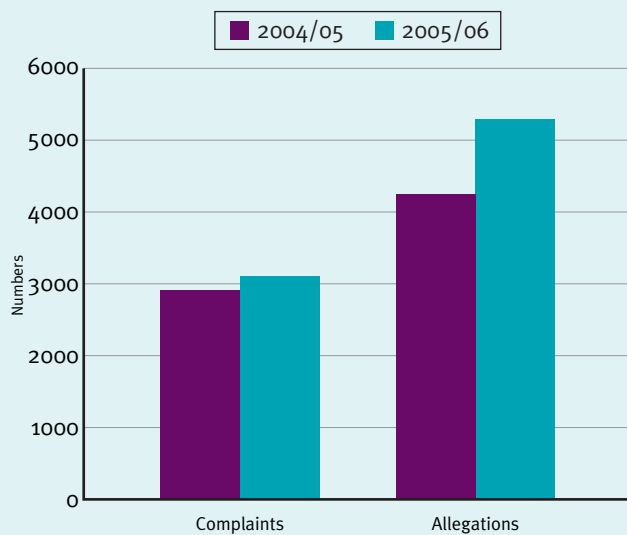
Targets:

60% of complainants being satisfied or very satisfied with service received

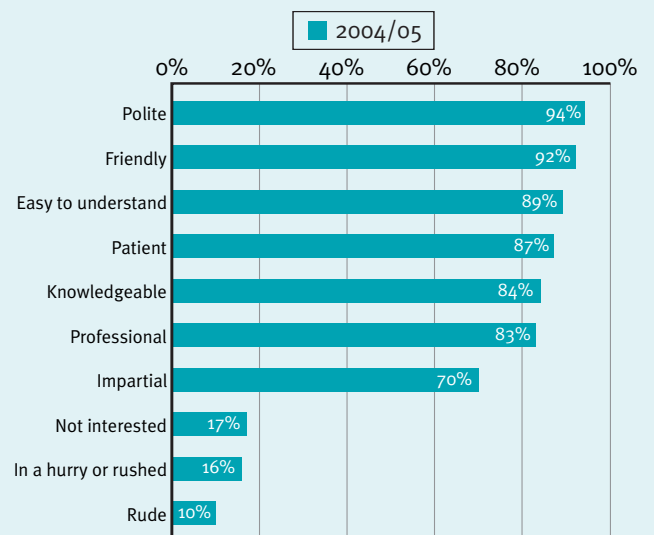
75% of complainants willing to use the service again

Supporting Information

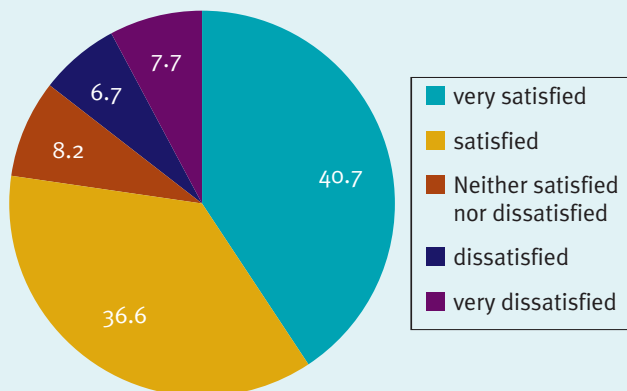
Level of Complaints and Allegations 2004-2006



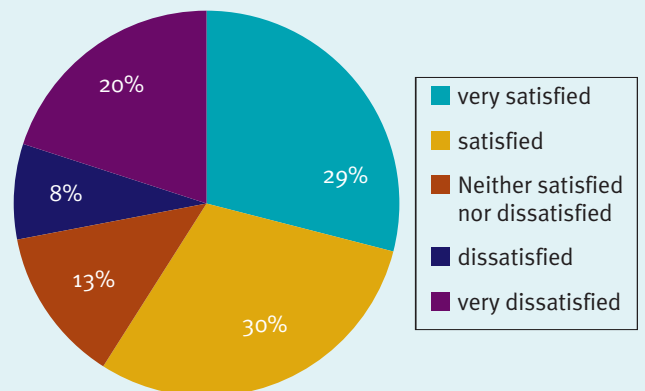
How did Staff seem to you?



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



Overall, taking everything into account, how satisfied or dissatisfied were you with the services you received?



06 continued

Objectives, Indicators and Targets 2006-2007

OBJECTIVE 2

To provide an independent and impartial investigation process which is timely and of the highest quality

Indicator:

RESPONSIVENESS TO SERIOUS INCIDENTS REFERRED TO POLICE OMBUDSMAN "ON-CALL" TEAM

There were 43 call outs from the PSNI during 2005-2006 of which 24 were Chief Constable referrals

Target:

To respond within 1½ hours (24/7) to serious incidents referred in Belfast and 3 hours outside Belfast

Indicator:

TIMELINESS OF THE COMPLAINT INVESTIGATION

Steps have been taken to identify time taken to investigate new complaints received, other matters referred by Chief Constable, and other grave or exceptional matters received outside the 12 month remit. Currently the average time taken to investigate complaints excluding grave or exceptional matters is 117 working days.

Targets:

90% of new complaint investigations to be completed within 120 working days

To investigate and report on 90% of critical incidents or matters referred by the Chief Constable under Section 55 of the Act within 200 working days

Indicator:

INVESTIGATION OF GRAVE OR EXCEPTIONAL MATTERS

In addition to Chief Constable referrals, a further 69 cases prioritised as historic and grave or exceptional are the subject of investigation.

Target:

To establish and resource a separate team to deal with such matters once appropriate funding has been approved

Indicator:

TIMELY UPDATING OF COMPLAINANTS AND POLICE OFFICERS

Currently 78% of complainants and 86% of police officers have been updated within 6 weeks

Targets:

85% of complainants to be updated every 6 weeks

85% of police officers to be updated every 6 weeks

Indicator:

QUALITY OF INVESTIGATIONS

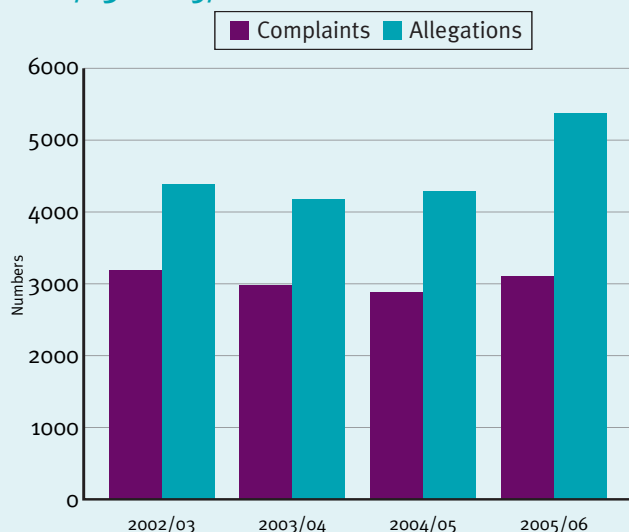
Quality assurance indicators and controls have been revised and developed to enhance the standards, quality and effectiveness of investigations.

Target:

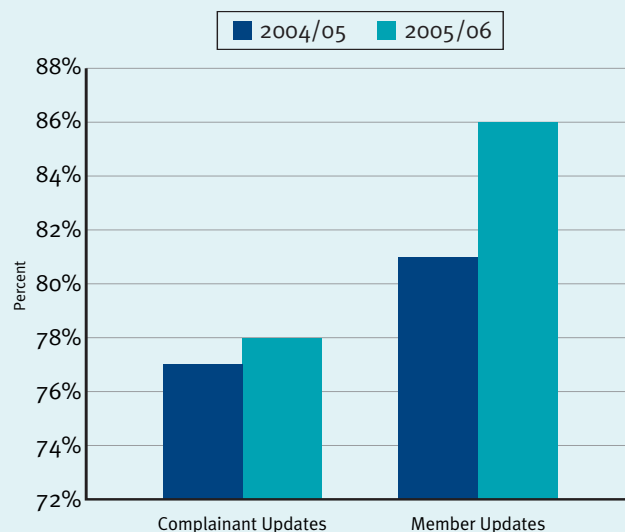
A minimum of 50% of all completed investigations to be monitored in line with quality assurance indicators

Supporting Information

Number of complaints and allegations, 2002/03 - 2005/06



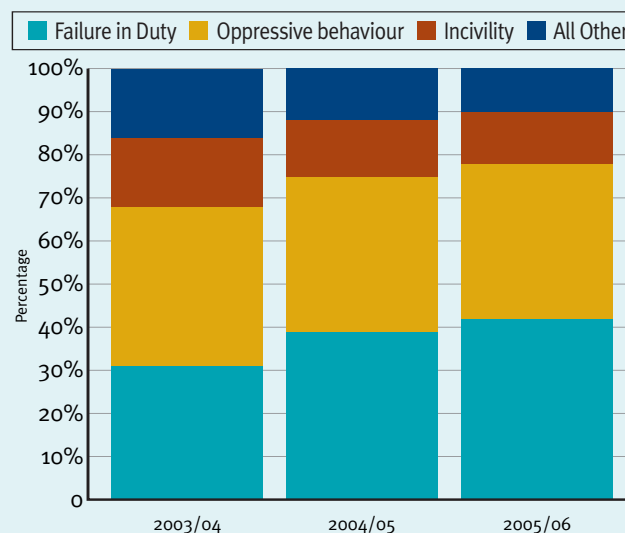
Timely Updating of Complainants and Police Officers



Chief Constable Referrals 2005-2006

Factor underlying referral	Number
Discharge of firearm	8
Discharge of AEPs	2
Discharge of AEPs and firearms	1
Fatal RTC	4
Police Investigaton	2
Assault	2
Death in Custody	1
Death following contact with police	1
Death following police pursuit	1
Police raid	1
Total	23

Allegation types, 2003/04 - 2005/06



06 continued

Objectives, Indicators and Targets 2006-2007

OBJECTIVE 3

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

Indicator:

PUBLIC AWARENESS AND CONFIDENCE IN THE OFFICE

84% of people are aware of the Police Ombudsman system and 83% of people thought the Office would help police do a good job. 76% of people were confident that the Police Ombudsman deals with complaints impartially; 84% consider the Office is independent and 84% consider they would be treated fairly.

Target:

An average level of 80% of public awareness and confidence in the police complaint system as measured independently.

Indicator:

POLICE CONFIDENCE IN THE OFFICE

Since October a system has been in place whereby once a complaint is closed, police officers subject to investigation are issued with questionnaires and key areas of satisfaction surveyed. Other steps are taken to ensure that rank and file officers are better informed of outcomes to complaints so that overall awareness and confidence in the system is improved.

Target:

To measure and report on police satisfaction levels with Police Ombudsman investigations

To develop pilot project to inform “rank and file” officers about closures of complaints.

Indicator:

INFORMING THE PUBLIC

There is a programme to inform the public, via the media, of the outcomes of significant investigations. A public information programme is also provided in response to questions from the public, their representatives and the media. This included a programme of 50 community outreach events during the year 2005-2006

Targets:

Maintain a programme to inform the public via the media and outreach events of the outcomes of complaints and investigations

To maintain usage of website at current high levels

Respond to requests for information as required by law

Indicator:

TIMELY PRODUCTION OF CORPORATE PLAN AND ANNUAL REPORT

The production of the Annual Report is targeted for the end of June, but depends on co-ordination with external auditors in approval of the Statement of Accounts.

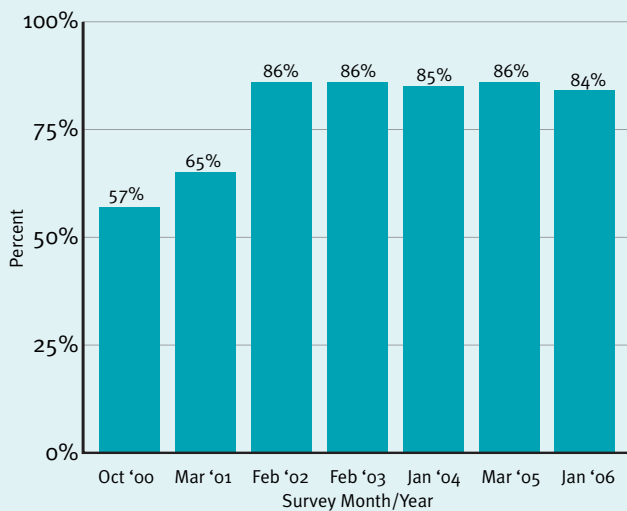
Targets:

Corporate Plan 30 May 2006

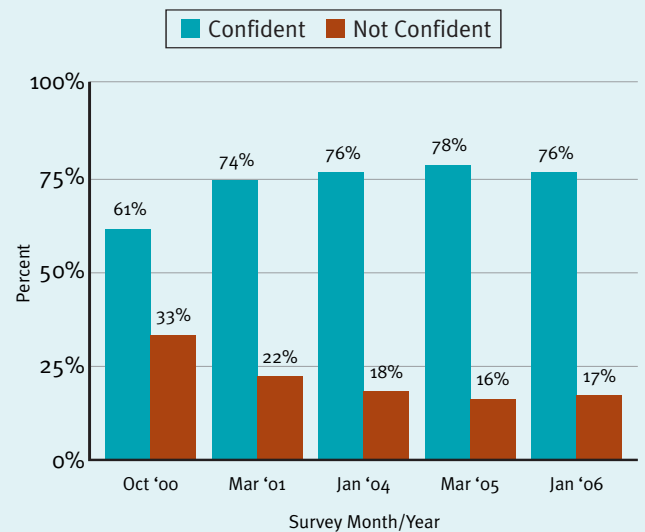
Annual Report 30 June 2006

Supporting Information

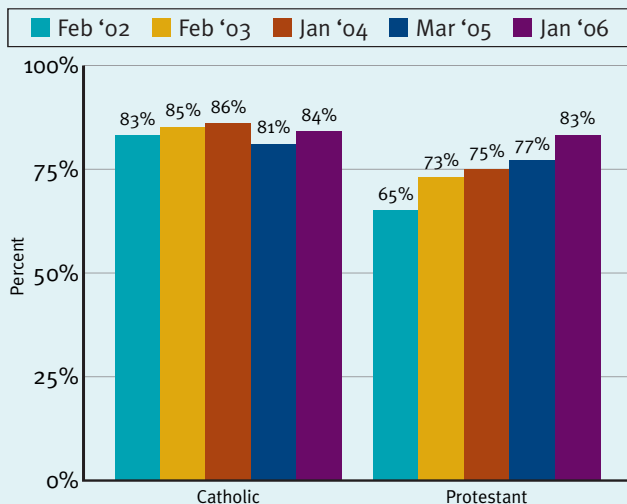
Proportions of Respondents aware of the Police Ombudsman, October 2000 to January 2006



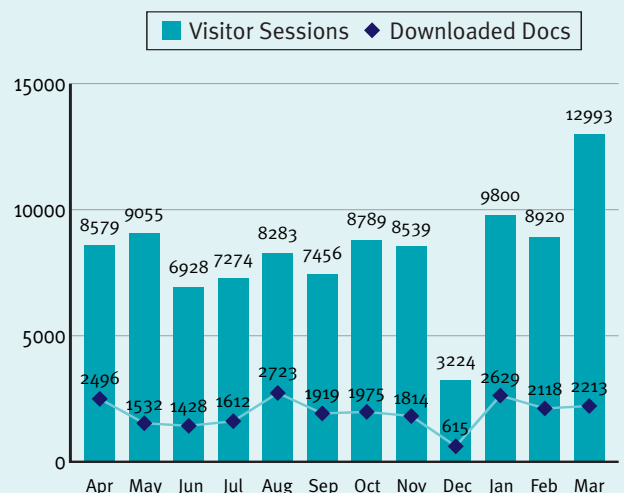
Confidence in the impartiality of the Police Ombudsman's investigations, February 2002 to January 2006



Proportions of Catholic and Protestant respondents thinking that the Police Ombudsman would help the police do a good job, February 2002 to January 2006



Website usage 2005-2006



06 continued

Objectives, Indicators and Targets 2006-2007

OBJECTIVE 4

To report on trends and patterns in police complaints, on investigations into police policy and practice and on associated research

Indicator:

REPORTS ON TRENDS AND PATTERNS OF COMPLAINTS AND ALLEGATIONS

Statistical complaints' profile reports and reports on those officers with multiple complaints are compiled and issued to PSNI within 10 working days of end of reporting period. Monthly reports of analysis of complaints received are sent to the PSNI and the NIPB within 10 days of the end of the reporting period. Quarterly patterns and trends profile reports on all complaints are also sent to PSNI and NIPB within 20 working days of end of the period.

Target:

To make available all agreed reports within timescales

Indicator:

POLICE POLICY AND PRACTICE INVESTIGATIONS

A policy and practice investigation into the area of police identification was published in March 2006. Policy and practice issues have been identified and scheduled for investigation in the next twelve months

Targets:

Police search of domestic residences – July 2006

Impact of recommendations arising from investigations – September 2006

Police use of handcuffs – December 2006

Indicator:

PUBLISHED RESEARCH PAPERS ON MATTERS ARISING FROM COMPLAINTS HANDLING

During the past 12 months reports have been published on Informal Resolution, CS Spray, Baton Rounds, Equality Monitoring, Public Awareness of Complaints System, Policing, Accountability and the Black and Minority Communities in Northern Ireland, Policing, Accountability and the Lesbian, Gay and Bi-Sexual Community in Northern Ireland. A range of research papers or reports are targeted for the next twelve months.

Targets:

Complainant Satisfaction Survey – June 2006

Non Co-operation of Complainants Report – July 2006

Public Attitudes Survey – July 2006

Equality monitoring of complainants – September 2006

Police Officer Satisfaction Survey – November 2006

Indicator:

USE OF MEDIATION TO RESOLVE COMPLAINTS

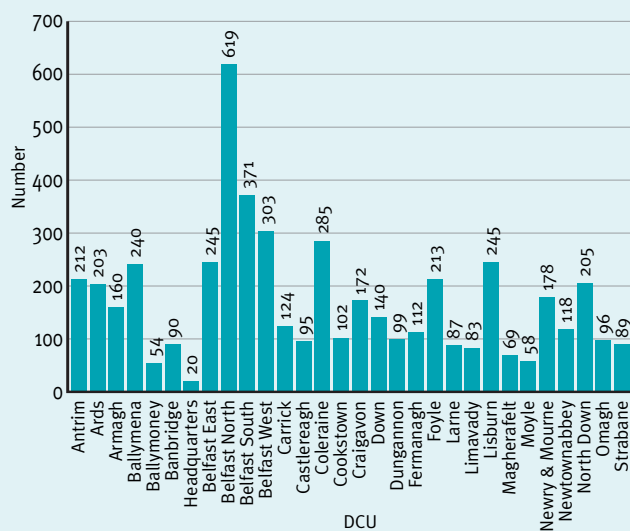
A mediation model and strategy to assist in the resolution of certain complaints is currently subject of consultation and will be submitted in final form to the Northern Ireland Office by June 2006. A pilot mediation project will be initiated within two months of the necessary legislative change.

Target:

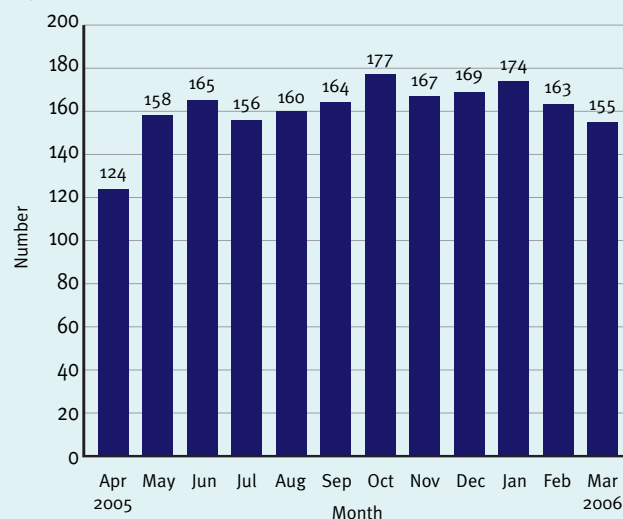
Introduction of Mediation Pilot Project by October 2006

Supporting Information

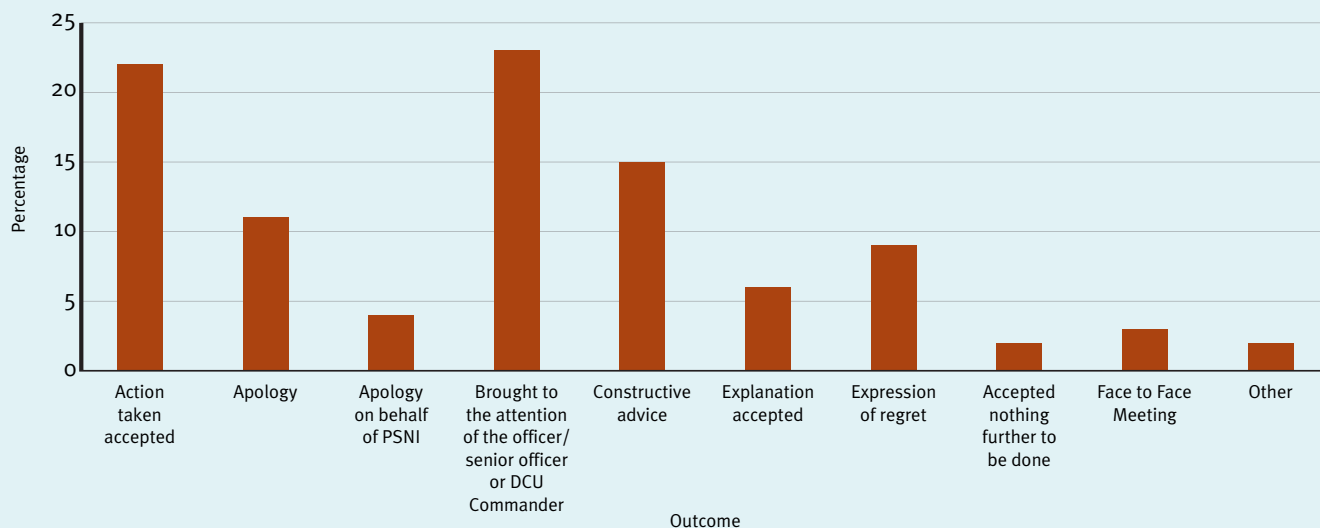
Number of Allegations By DCU 2005-2006



Number of officers with 3+ complaints - April 2005 to March 2006



Outcomes of Informal resolution, 2005-2006



06 continued

Objectives, Indicators and Targets 2006-2007

OBJECTIVE 5

To develop and monitor all the resources necessary for the functions of the Office

Indicator:

EXPENDITURE OF APPROVED FUNDING

Target:

To keep expenditure within 2% of approved budget planning

Indicator:

PROGRAMME OF STAFF TRAINING AND DEVELOPMENT

Twenty four staff will be accredited through ATP as at March 2006 and a third cohort will be progressed in next twelve months. Other accredited and recognised training for all staff will be offered in line with personal development plans.

Targets:

Third cohort of accredited investigation training will be completed by March 2007

80% of training agreed in development plans will be identified and scheduled within available resources by June 2006

Indicator:

LEVEL OF STAFF ATTENDANCE

Overall staff absence level remains low at approximately 4.6% and short term absence at 3.7%. The level of short term self certified absence continues to be a target for the next 12 months.

Target:

To reduce the level of self certified staff absence

Indicator:

EFFECTIVE MANAGEMENT INFORMATION SYSTEMS

Following the procurement of new case handling system contract February 2006, the development of the new system commenced in February and testing and training is now planned for October 2006. The new case handling system will be operative as from January 2007. Re-alignment of all records management with the case handling system will now run in parallel.

Targets:

New case handling system system on line by January 2007

Development of electronic records management system

Indicator:

PROFILE OF STAFF REFLECTING FAIR EMPLOYMENT LEGISLATION

Fair Employment monitoring demonstrates a community background staff profile of 46% protestant and 41% catholic. Females continue to be underrepresented in management grades. Statutory monitoring remains important and targets are regulated by the Equality Commission.

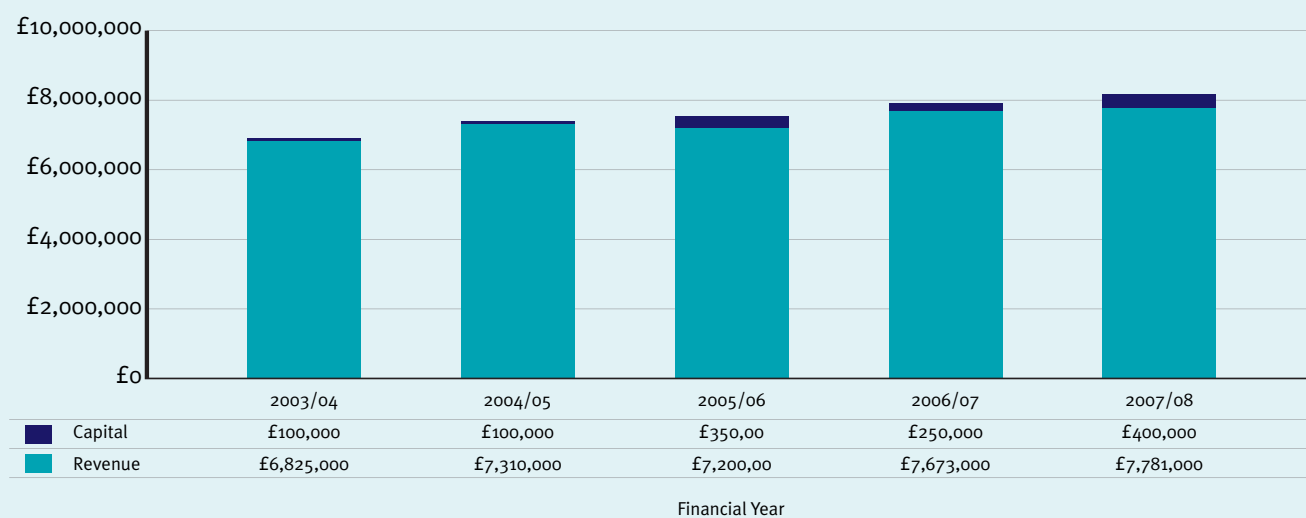
Targets:

To complete annual Fair Employment monitoring return by 1 May 2006

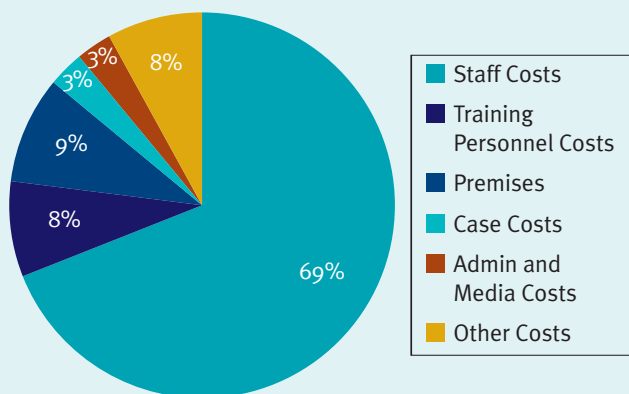
To complete annual equality scheme progress report by 31 August 2006

Supporting Information

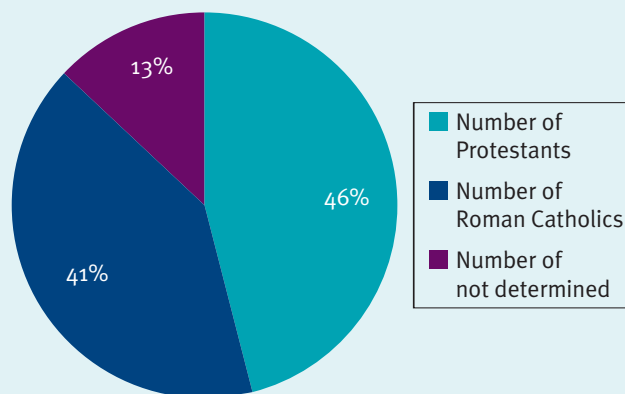
Total Resource



Resource by Expenditure Category 2006-2007 Budget



Workforce by Community Background as at 1st January 2006



07

Key Performance Indicators and Targets

Key Performance Indicators	Targets (2006-2007)
Level of complaints registered Prompt Service	Resource and action all complaints and related allegations registered 90% of complaints actioned within 5 working days of complaint being received 95% of telephone calls to the Office to be responded to within 10 seconds 95% of members of the public calling to the Office to be seen within 5 minutes
Responsiveness to serious incidents referred to Police Ombudsman "on-call" team	Respond within 1½ hours (24/7) to serious incidents referred in Belfast and 3 hours outside Belfast
Timely process	90% of complaints not subject of investigation to be processed within 32 working days 85% of complainants to be contacted by the Investigating Officer within 3 working days of being allocated to that officer 90% of complaints suitable for Informal Resolution to be referred within 3 working days of complainant consent being obtained
Timeliness of the complaint investigation	90% of new complaint investigations to be completed within 120 working days Investigate and report on 90% of critical incidents or matters referred by the Chief Constable under Section 55 of the Act within 200 working days
Timely updating of complainants and police officers	85% of complainants and police officers to be updated every 6 weeks
Quality of investigations	A minimum of 50% of all completed investigations to be monitored in line with quality assurance indicators
Quality of complaint and investigation processes	60% of complainants being satisfied or very satisfied with service received 75% of complainants willing to use the service again
Investigation of grave or exception matters	Establish and resource a separate team to deal with such matters once appropriate funding has been approved
Police policy and practice investigations	Police search of domestic residences – July 2006 Impact of recommendations arising from investigations – September 2006 Police use of handcuffs – December 2006

Key Performance Indicators	Targets (2006-07)
Published research papers on matters arising from complaints handling	Complainant Satisfaction Survey – June 2006 Non Co-operation of Complainants Report – July 2006 Public Attitudes Survey – July 2006 Equality monitoring of complainants – September 2006 Police Officer Satisfaction Survey – November 2006
Reports on trends and patterns of complaints and allegations	Make available all agreed reports within timescales
Informing the public	Maintain a programme to inform the public via the media and outreach events of the outcomes of complaints and investigations Maintain usage of website at current high levels Respond to requests for information as required by law
Public awareness and confidence in the Office	Average level of 80% of public awareness and confidence in the police complaints system as measured independently
Police confidence in the Office	Measure and report on police satisfaction levels with Police Ombudsman investigations Develop pilot project to inform “rank and file” officers about closures of complaints
Use of mediation to resolve complaints	Introduction of Mediation Pilot Project by October 2006
Expenditure of approved funding	Keep expenditure within 2% of approved budget planning
Programme of staff training and development	Third cohort of accredited investigation training will be completed by March 2007 80% of training agreed in development plans will be identified and scheduled within available resources by June 2006
Effective management information systems	New system on line by January 2007 Development of electronic records management system
Level of staff attendance	Reduce the level of self certified staff absence
Profile of staff reflecting Fair Employment legislation	Complete annual Fair Employment monitoring return by 1 May 2006 Complete annual equality scheme progress report by 31 August 2006
Timely production of Corporate Plan and Annual Report	Corporate Plan 30 May 2006 Annual Report 30 June 2006

If You Have a Complaint

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; or
- Visit our website at 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 1PG

Tel: 028 9082 8600

Fax: 028 9082 8659

Web: www.policeombudsman.org

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



**Additional copies or alternative formats
of this publication can be available from:**

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New Cathedral Buildings
St. Anne's Square
11 Church Street
Belfast
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Email: info@policeombudsman.org

Website: www.policeombudsman.org



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