

CORPORATE STATEMENT  
AND ANNUAL BUSINESS PLAN

2001/2002

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# INTRODUCTION

No organisation in a democracy should stand above or outside the law, least of all a police force, otherwise the rule of law is held in contempt. For the sake of the people being policed and of police officers who believe in giving a professional service, a police complaints service must be independent and impartial. This is central to public confidence. Establishing the Office of the Police Ombudsman for Northern Ireland over the past months has been a tremendous challenge indeed, but one worth all the effort.

We will respond promptly and efficiently to all those who use this complaints service and we will also build thoroughness and integrity into the investigation of complaints, meeting international standards and principles of policing and human rights. We can only do this with the active help and co-operation of the public, public representatives, community leaders, the police and policing organisations.

The structure, staffing and resources of the Office are not yet complete and our priority in these initial months has been to put operational systems in place. Nevertheless, we consider it important to release this Corporate Statement and Annual Business Plan making public our priorities and objectives for the next 12 months. In doing this we not only demonstrate accountability, but wish to use this as an opportunity for inviting response and consultation as we build our plans for the future.

I am particularly pleased to note that the Secretary of State has welcomed our Corporate Statement and Annual Business Plan and has commented;

“The Government attaches great importance to ensuring an effective and efficient police complaints system is in place and there now exists in the Office of the Police Ombudsman an unique organisation that provides a fair and impartial service to both the public and members of the police service. Mrs O’Loan has set out in this statement a clear vision and mission for her office, in addition to challenging objectives and targets which will help consolidate the work already undertaken since the office was established on 6 November 2000. I wish her office continuing success in the future”.

We look forward to working closely with the public and the Police in the implementation of this Corporate Statement and Annual Business Plan.



Police Ombudsman for Northern Ireland  
**Mrs Nuala O’Loan**

**SECTION ONE**  
**CORPORATE STATEMENT**

# CORPORATE STATEMENT

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## VISION

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**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

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**TO ENSURE MAXIMUM AWARENESS OF THE POLICE OMBUDSMAN COMPLAINTS SERVICE AND THAT IT IS FULLY ACCESSIBLE AND RESPONSIVE TO THE COMMUNITY.**

**TO PROVIDE A ROBUST AND EFFECTIVE INVESTIGATION PROCESS LEADING TO EVIDENCE BASED RECOMMENDATIONS.**

**TO ANALYSE AND RESEARCH THE OUTCOMES OF COMPLAINTS SO AS TO INFORM AND IMPROVE THE POLICY AND PRACTICE OF POLICING.**

## LEGAL AND PUBLIC DUTY

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### THE POLICE OMBUDSMAN FOR NORTHERN IRELAND IS:

- Established by the Police (Northern Ireland) Act 1998.
- Accountable to Parliament through the Secretary of State.
- Constituted and operates independently of the Policing Board and the Chief Constable.
- Required to have regard to any guidance given by the Secretary of State to the Chief Constable, to the Policing Board and to the Police Ombudsman.
- A Non-Departmental Public Body financed by a grant-aid from the Northern Ireland Office.

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

- Secure an efficient, effective and independent complaints system.
- Secure the confidence of the public and of members of the police force.
- Observe all requirements as to confidentiality.
- Receive complaints and other matters referred by the Secretary of State, Chief Constable and Policing Board.
- Instigate investigation of other matters of public interest involving police misconduct.
- Make recommendations to the Director of Public Prosecutions for criminal action.
- Make recommendations to the Chief Constable or Policing Board for disciplinary action.
- Notify the Secretary of State, Policing Board and Chief Constable of the outcome of complaints.
- Report to the Secretary of State as required annually and to review the Act every five years.
- Carry out inquiries as directed by the Secretary of State or requested by the Policing Board. (The Police (NI) Act 2000).
- Supply statistical information to the Policing Board (The Police (NI) Act 2000).
- Report on priorities and policies which should, in the opinion of the Ombudsman be drawn to the attention of the Chief Constable and the Policing Board (The Police (NI) Act 2000).

# CORPORATE STATEMENT

## ETHOS AND VALUES

### INDEPENDENCE

The Police Ombudsman operates independently of the Police Service in Northern Ireland and she will strive to ensure that staff investigate all complaints objectively and even-handedly.

### IMPARTIALITY

The Police Ombudsman will ensure that staff handle complaints in a manner that is free of bias and influence.

### OPENNESS

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 will seek to comply with the Principles and Standards of Best Practice for Openness in Executive Non-Department Public Bodies.

### CONFIDENTIALITY

The Police (Northern Ireland) Act 1998 imposes stringent restriction on the disclosure of information and it is a criminal offence for the Police Ombudsman or any staff to disclose information except as provided by the Act.

### FAIRNESS

All complainants will be given the opportunity to state their complaint and an opportunity will be afforded to police officers to state their case.

### ACCESSIBILITY

The Police Ombudsman's office is open to the public who are welcome to call in during normal working hours and there is also a dedicated phone number for complainants. Initial complaints will be accepted from any individual or from a third party representing an individual. The Office of the Police Ombudsman is completely accessible to those with special requirements.

### ACCOUNTABILITY

The Police Ombudsman is accountable to Parliament and to the Secretary of State for Northern Ireland. An Annual Report and Accounts to the Secretary of State must be laid before Parliament.

### INTEGRITY

The Police Ombudsman will operate with integrity in all her dealings with the people and the Police of Northern Ireland.

### HUMAN RIGHTS

The Police Ombudsman will observe the relevant international principles and standards on policing and will respect human rights.

## **CORPORATE PLANNING - APRIL 2001 TO MARCH 2003**

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### **PROGRESS TO DATE 31 MARCH 2001**

- The decision by Parliament to constitute the Police Ombudsman for Northern Ireland was taken on 24 July 1998.
- The Police Ombudsman was appointed and took up post full time on 1 April 2000 when detailed operational planning commenced.
- Core complaints and investigation staff were appointed and trained in October 2000.
- Support staff and complaints staff transferring from the Independent Commission for Police Complaints (ICPC) took up post in November 2000.
- The Police Ombudsman was open to receive complaints from 6 November 2000, and also on that date assumed ultimate responsibility for 2396 cases under transitional arrangements.
- In the five months from November to 31 March 2001 the Ombudsman has recorded a further 1984 complaints involving 1519 complainants.

## **GOALS OVER THE NEXT 24 MONTHS**

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### **THE POLICE OMBUDSMAN WILL:**

- Consolidate and stabilise the operations of her Office as an organisation carrying out a prominent public duty and will set performance targets.
- Continue to build an organisation with the necessary skills and resources required to match the volume of complaints now being received by the Office.
- Develop best practice in the investigation of discipline and criminal matters emanating from complaints and will deploy specialist resources required in complicated cases.
- Ensure that recommendations for discipline or prosecution are robust and defensible, leading to outcomes which reflect well on the integrity of investigation.
- Work with the Police Service to build relationships with the new District Command Units.
- Work closely with the new Policing Board ensuring that the information and research on complaints has an impact on the policy and practice of the Police Service.
- Link with the Government planning cycle for 2003-2006 and carry out a five year review.

# CORPORATE STATEMENT

## CORPORATE OBJECTIVES - APRIL 2001 TO MARCH 2002

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### COMPLAINTS AND INVESTIGATION

- Objective One:** To achieve high levels of satisfaction through timeliness of response to complaints and completion of investigation.
- Objective Two:** To establish a robust quality assurance process to ensure high standards and independent decision making in the investigation of complaints.

### POLICY AND RESEARCH

- Objective Three:** To enhance awareness of the work of the Police Ombudsman.
- Objective Four:** To inform and improve policing policy and practice through the analysis and research of police complaints.

### CORPORATE SERVICES

- Objective Five:** To create an environment in which the skills and professionalism of staff are developed and valued.
- Objective Six:** To ensure resources are best targeted to support the vision and work of the Police Ombudsman.

SECTION TWO  
**ANNUAL BUSINESS PLAN**

# ANNUAL BUSINESS PLAN

## COMPLAINTS AND INVESTIGATION

### LEVEL OF COMPLAINTS

Over a nine year period to April 2000, the average number of complaints made against the RUC was 4371, the highest year being 1997/98 with 5545 complaints.

In the twelve month period prior to the establishment of the Police Ombudsman's Office the RUC received 3734 complaints involving 3124 complainants.

On 6 November 2000, responsibility for 2396 cases under the investigation of the RUC was transferred to the Police Ombudsman's Office.

In the last five months to 31 March 2001 the Police Ombudsman's Office received a further 1984 complaints involving 1517 complainants.

On 1 April 2001, the Police Ombudsman had responsibility for 3550 complaints involving 2465 complainants.

The Office was established on the basis of a business case representing the handling of complaints from approximately 3000 complainants.

The projected level of complaints for the next 12 months, on the basis of the past five months, would be over 4700 complaints involving 3650 complainants.

The extension of the Police Ombudsman's retrospective powers may also lead to an increase in the number of cases received.

Level of Complaints	Number
Cases transferred from the ICPC	2396
Cases received by Police Ombudsman	1517
<b>Sub-total</b>	<b>3913</b>
Cases closed	1448
<b>Total</b>	<b>2465</b>
<b>Projected caseload for 2001/2002</b>	<b>3650</b>
<b>Projected complaints for 2001/2002</b>	<b>4740</b>

# COMPLAINTS AND INVESTIGATIONS

## NATURE OF COMPLAINTS

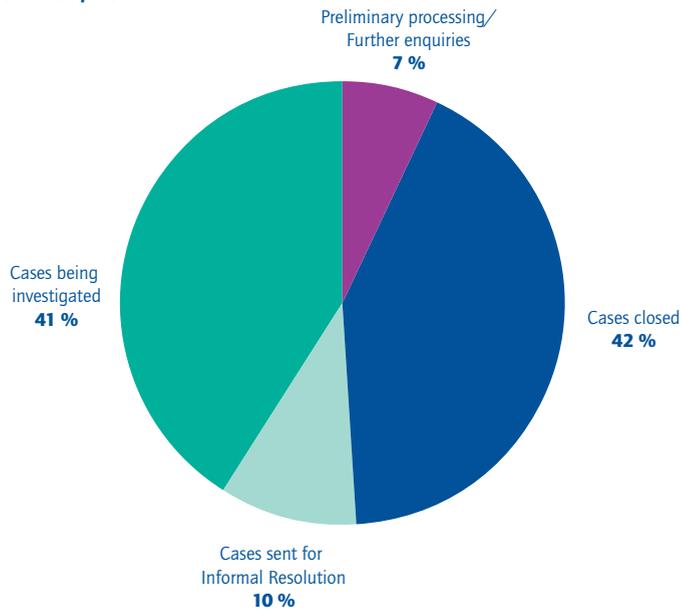
The nature of complaints being handled by the Office is consistent with previous trends and patterns.

Just over half of current complaints (51%) were in relation to allegations of oppressive behaviour, which includes assault, harassment and unlawful arrest/detention.

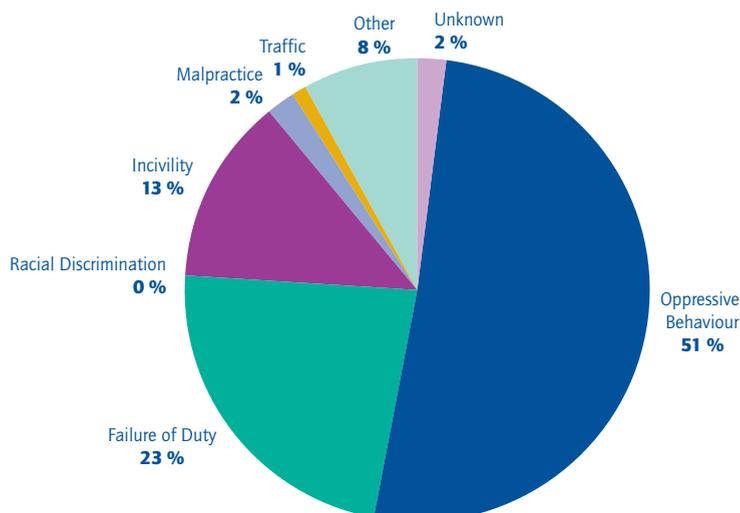
Nearly a quarter of complaints (23%) alleged failure of duty, which includes neglect of duty and irregularities in detention, questioning, search of property and seizure of property.

The largest remaining single category of complaints was Incivility, representing 13% of all complaints.

## WORKLOAD STATUS, AS AT 1 APRIL 2001

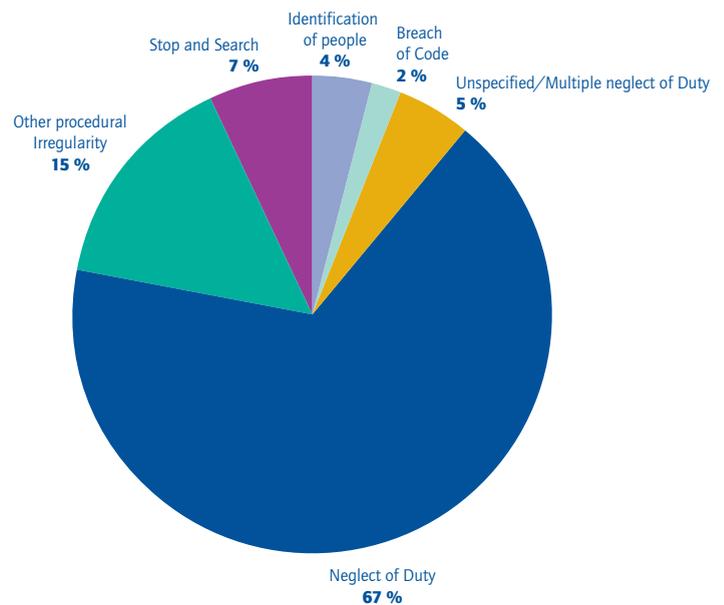


## NATURE OF COMPLAINTS NOVEMBER 2000 - MARCH 2001

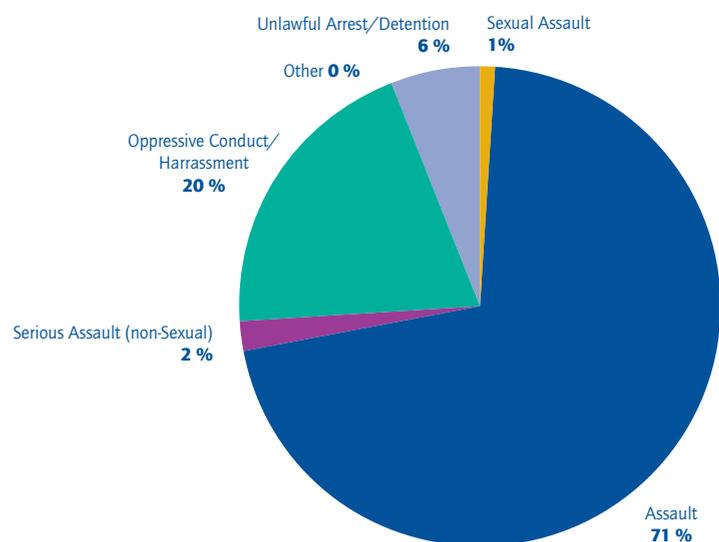


# ANNUAL BUSINESS PLAN

## FAILURES OF DUTY: TYPES OF ALLEGATION NOVEMBER 2000 - MARCH 2001



## OPPRESSIVE BEHAVIOUR: TYPES OF ALLEGATION NOVEMBER 2000 - MARCH 2001



## COMPLAINTS AND INVESTIGATIONS

### OBJECTIVE ONE:

#### TO ACHIEVE HIGH LEVELS OF SATISFACTION THROUGH TIMELINESS OF RESPONSE TO COMPLAINTS AND COMPLETION OF INVESTIGATION

In any complaints system it is important to a member of the public that there is access to the service quickly and easily. Complainants and police officers the subject of a complaint should be treated with courtesy and respect. It is also important that the complainant and the police officer are kept informed of what is happening in relation to the handling or investigation of the complaint. The Police Ombudsman is committed to performance targets in the timeliness of response to a complaint.

#### SATISFACTION WITH TIMELINESS OF RESPONSE

• Telephone calls to the free-phone number to be answered within 20 seconds	95%
• Complaints acknowledged by letter within 3 working days	90%
• Complainants calling at office seen within 10 minutes of arrival	90%
• Complaints allocated action within 3 working days	90%
• Complaints for fast tracking allocated within 1 working day	90%
• Complaints referred for Informal Resolution within 3 working days of consent given	90%
• Complainants kept informed of progress of Informal Resolution within 7 weeks	90%

#### SATISFACTION WITH HANDLING OF INVESTIGATION

• Contact with complainant following allocation of complaint within 3 working days	90%
• Statements taken from complainants within 21 days of complaint being allocated	90%
• Keeping complainant informed of progress at least every 4 weeks	95%
• Keeping police officers informed of progress at key stages of the investigation	95%
• Emergency incident calls from the Police to be responded to 24 hours a day	95%
• Arrival at emergency incidents within 3 hours at any time (1½ hours in Greater Belfast)	70%
• Time taken to complete investigations by Office not to exceed 110 working days	70%
• Forensic exhibits for evidence submitted to forensic laboratory within 2 working days	95%

# ANNUAL BUSINESS PLAN

## OBJECTIVE TWO:

### TO ESTABLISH A ROBUST QUALITY ASSURANCE PROCESS TO ENSURE HIGH STANDARDS AND INDEPENDENT DECISION MAKING IN THE INVESTIGATION OF COMPLAINTS.

Central to the effectiveness, independence and duty of the Police Ombudsman is the ability to conduct thorough investigations of allegations, resulting in recommendations based on evidence and fact. The Director of Investigations is in the process of establishing a Professional Standards Team to oversee the handling and integrity of investigation by all staff. The Team will aim to demonstrate excellence in its scrutiny and control of quality investigation. In support of this, the supervision of all investigation activities will be reviewed and strengthened.

Investigation of complaints may result in a recommendation for prosecution or disciplinary action. It is therefore central to the work of investigators that there are effective working relationships with a wide range of professional organisations and agencies but in particular with the Police and the Director of Public Prosecutions. This will necessitate having formal protocols, agreements, timescales and targets in relation to the provision and exchange of information and documentation to assist the investigation.

### ESTABLISHING PROFESSIONAL STANDARDS AND QUALITY ASSURANCE FRAMEWORK

- Review supervisory systems within the Directorate.
- Implement system of investigation supervision with internal and external review.
- Establish investigation quality and best standards indicators.
- Staff and train a Professional Standards Team by October 2001.
- Adjust IT system to manage case reviews, audit and integrity testing.
- Agree protocols and procedures for effective working with relevant professional organisations and specialist agencies.
- Establish timescales and targets in the provision and receipt of documentation and material critical to the outcome of investigations.
- Developmental training of investigation and complaints staff to improve performance.
- Link with national and international developments in complaint investigation and professional standards.

## POLICY AND RESEARCH

### AWARENESS OF THE POLICE OMBUDSMAN FOR NORTHERN IRELAND

Research carried out by the Police Ombudsman's Office in October/November 2000 showed that there was widespread awareness of the Office even though it had only been in operation for a short period.

- More than half (57%) of all respondents had heard of the Police Ombudsman for Northern Ireland.
- 62% of males compared with 54% of females had heard of the Police Ombudsman.
- More Protestants (61%) than Catholics (53%) had heard of the Police Ombudsman.
- Awareness of the Police Ombudsman was highest among respondents who were aged between 45 and 64 years (72%) and lowest among those aged between 16 and 24 years (23%).
- There were differences across income groups in awareness of the Police Ombudsman. Figures ranged from 71% high incomes to 45% low incomes.
- More respondents who were employed (63%) had heard of the Police Ombudsman than those who were economically inactive (52%).
- Of those respondents who had heard of the Police Ombudsman, 74% said they had heard about her on the television.

### AWARENESS OF THE INDEPENDENCE OF THE POLICE OMBUDSMAN

- Of those respondents who had heard of the Police Ombudsman, 81% thought the Ombudsman was independent of the police.
- Protestants (84%) were more likely than Catholics (76%) to think the Police Ombudsman was independent of the police.
- Respondents who were aged between 45 and 64 years were most likely (88%) and those aged between 16 and 24 years least likely (69%) to believe the Police Ombudsman was independent of the police.

# ANNUAL BUSINESS PLAN

## AWARENESS OF THE POLICE OMBUDSMAN WAS HIGHEST AMONG RESPONDENTS 45 TO 64 YEARS AND LOWEST AMONG THOSE 16 TO 24 YEARS

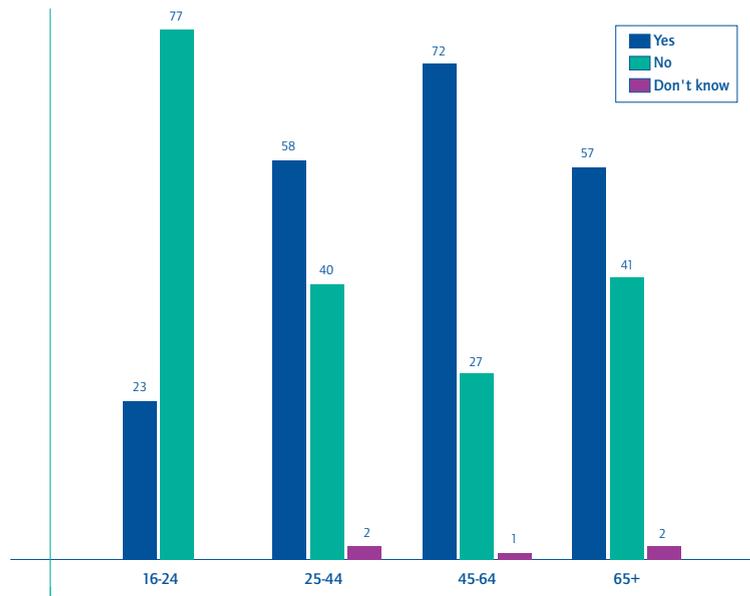


Figure 1: Heard of the Police Ombudsman by Age

## PERSONS LEAST LIKELY TO SAY THEY HAD HEARD OF THE POLICE OMBUDSMAN WERE RESPONDENTS WHO NEVER HAD A JOB

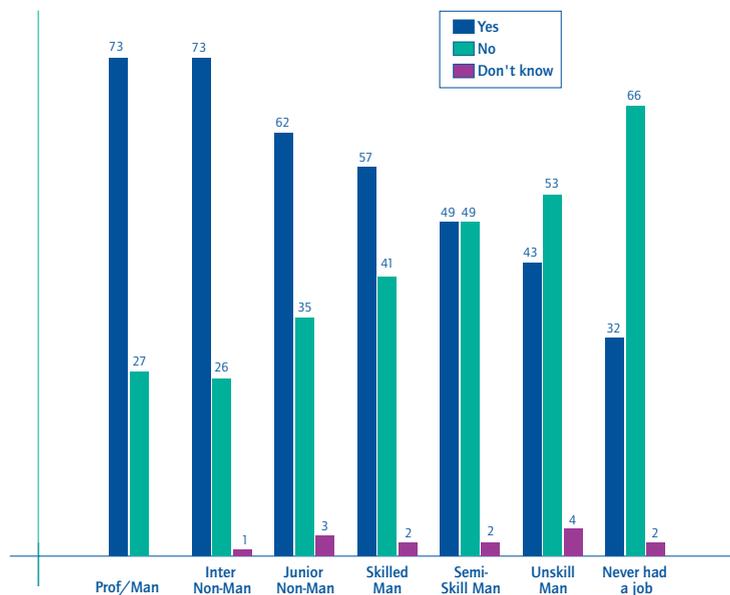


Figure 2: Heard of the Police Ombudsman by Occupation

## POLICY AND RESEARCH

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### OBJECTIVE THREE:

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#### TO ENHANCE AWARENESS OF THE WORK OF THE POLICE OMBUDSMAN.

The Policy and Research Directorate has initiated a programme of seminars, talks and presentations to raise the awareness of the public about the Police Complaints System. The Directorate will also establish an open and constructive relationship with the media.

#### RAISING AWARENESS ACROSS THE COMMUNITY

- To release a revised Police Ombudsman's Complaints Leaflet by June 2001.
- To release a Police Ombudsman's Information Leaflet for police officers by June 2001.
- To keep the Police Ombudsman's website up-to-date.
- To programme seminars, talks and presentations targeting:
  - Schools, colleges and youth organisations
  - Disabled and minority groups
  - Churches and voluntary organisations
  - Public representatives and associations
  - District Policing Partnerships
- To increase awareness of the Police Ombudsman's Office in the general public to 65%.
- To increase public awareness of the Police Ombudsman's Office in those aged 16 to 24 to 35%.
- To respond to urgent media queries promptly.

# ANNUAL BUSINESS PLAN

## **OBJECTIVE FOUR:**

### **TO INFORM AND IMPROVE POLICING POLICY AND PRACTICE THROUGH THE ANALYSIS AND RESEARCH OF POLICE COMPLAINTS**

The Police (Northern Ireland) Act 1998 requires the Police Ombudsman to provide statistical information to the Police Board, and also to report annually to the Secretary of State on the performance of the Office. The Research and Policy Directorate will analyse and report on the circumstances and nature of complaints being received by the Police Ombudsman. It will also research the outcomes of investigations so as to inform the Commanders where conduct and practice of their officers can be improved.

### **RECORDING, REPORTING AND RESEARCHING ON THE NATURE OF COMPLAINTS**

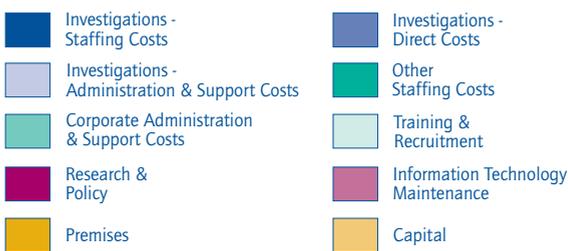
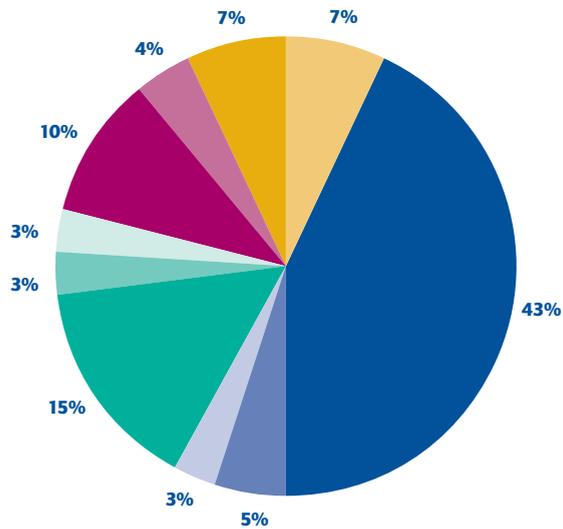
- To record, register and notify the Chief Constable of details of all complaints.
- To supply statistical reports of all complaints to the Chief Constable each month.
- To identify and analyse trends and patterns of complaints and inform the Chief Constable and Policing Board quarterly.
- To produce a public Annual Report on the Police Ombudsman Complaints System.
- To produce report on 'Lawyers and the Police' by October 2001.
- To identify and promote best practice events with District Commanders and community policing organisations across Northern Ireland.
- To run six external events/conferences contributing to the body of knowledge and development of good policing conduct.

# CORPORATE SERVICES

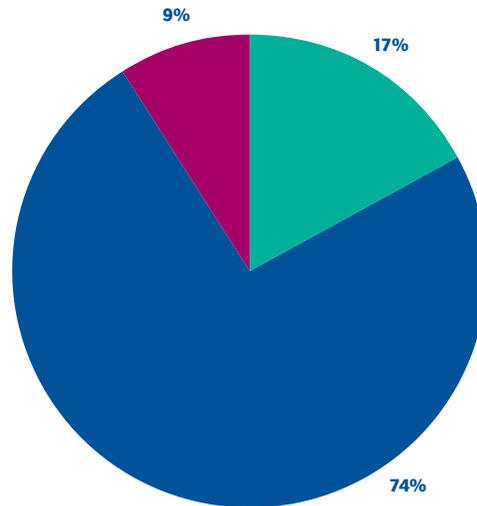
## BUDGET 2001-2002 (FUNCTIONAL ANALYSIS)

	£k	£k	£k	£k
Investigations - Staffing Costs	2,670			
Investigations - Direct Costs	295			
Investigations - Administration & Support Costs	205			
Other Staffing Costs	940			
Corporate Administration & Support Costs	175			
Training & Recruitment	160			
Research & Policy	585			
Information Technology Maintenance	250			
Premises	420			
<b>Projected Revenue Expenditure</b>		5700		
Capital (C/f from Implementation Fund)			435	
<b>Projected Budget Expenditure</b>				6135

### BUDGET 2001/2002 (FUNCTIONAL ANALYSIS)



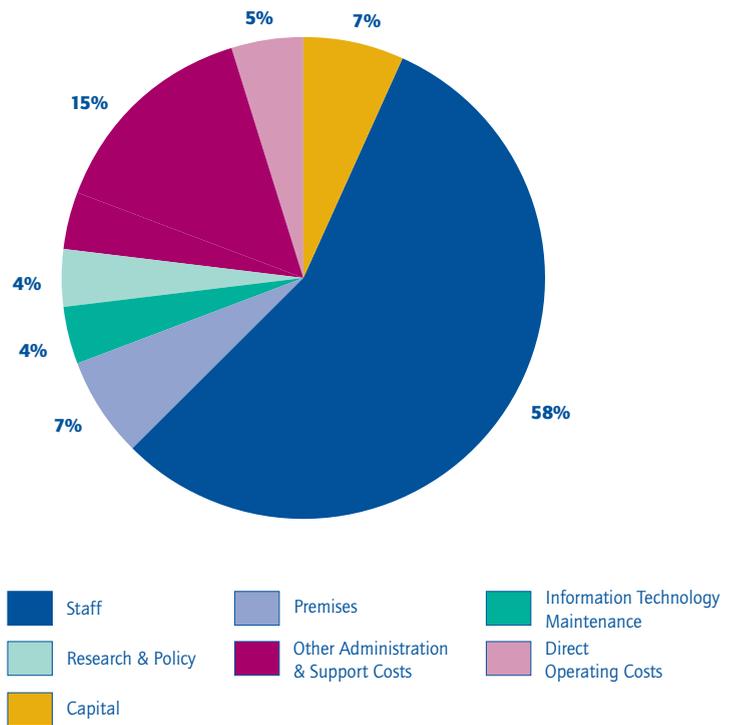
### BUDGET 2001/2002 - STAFF COSTS



# ANNUAL BUSINESS PLAN

## BUDGET TARGETS FOR 1 APRIL 2001 - 31 MARCH 2002

	£k	£k	£k	£k
Staff	3,550			
Premises	420			
Information Technology Maintenance	250			
Research & Policy	240			
Other Administration & Support Costs	945			
Direct Operating Costs	295	5700		
Capital (C/f from Implementation Fund)			435	
<b>Budget Total</b>				<b>6,135</b>



## CORPORATE SERVICES

### OBJECTIVE FIVE:

#### TO CREATE AN ENVIRONMENT IN WHICH THE SKILLS AND PROFESSIONALISM OF STAFF ARE DEVELOPED AND VALUED

With the existing staffing complement and when vacancies are filled, the Police Ombudsman will employ 97 staff. There are 65 staff dedicated to the handling and investigation of complaints. A further 9 staff in Policy and Research support operations of the Investigation Directorate. The balance of staff provide administration and corporate support to the Office.

This level of staffing was considered necessary by Government in matching an estimated 3000 cases in the first year. Should the current level of complaints being received by the Office continue, a projected workload of 3650 cases will need to be handled and investigated. This of course does not take account of unexpected commitments in special investigations arising at the request of the Secretary of State, the Chief Constable or at the instigation of the Police Ombudsman. A staffing profile and resource requirement must therefore be kept under review until a stable pattern of complaints workload is evident.

The Corporate Services Directorate will be concerned primarily over the next 12 months with the recruitment, training, development and retention of competent staff. The Directorate will focus on the building of a cohesive workforce with a framework of employment policies, procedures and conditions of service suited to the unique and discreet duties of the Police Ombudsman.

#### HUMAN RESOURCES TARGETS

- To carry out an immediate recruitment competition in line with organisational needs.
- To review and report on staff grading, appraisal and pay award structure by August 2001.
- To develop employment and conditions of service policies and procedures in line with good practice.
- To implement a new training and development policy which will consolidate and develop skills of existing staff by December 2001.
- To develop a Policy and Procedure employment handbook by December 2001.
- Provide the Police Ombudsman and employees with policy and practice guidance so that all statutory obligations are met under Section 75 of the Northern Ireland Act (1998) by March 2002.

# ANNUAL BUSINESS PLAN

## OBJECTIVE SIX:

### TO ENSURE RESOURCES ARE BEST TARGETED TO SUPPORT THE VISION AND WORK OF THE POLICE OMBUDSMAN

The immediate business objective is to put in place the necessary complement of complaints and investigation staff to meet the excessive caseload now carried by the Office. Over the year there is substantial investment needed in induction and training of new staff and in consolidation and development of existing staff. This will enable the workforce to meet the enormity of the challenge which the investigation of police complaints entails.

There will be a continuing commitment to using seconded police officers. This commitment enables the Ombudsman to operate with a high level of experience and knowledge of Police work which cannot otherwise in the short term be achieved. The use of seconded staff also enables the Ombudsman to adjust staff numbers once the level of complaints being received by the Office settles.

The capital commitment and investment in the Office will enable the Ombudsman to operate in secure and purpose built facilities for the foreseeable future. Further new capital investment should be minimal. The capital investment in information technology infrastructure has also been substantial and once operating effectively as a case management and reporting system, it should enhance administrative efficiency in timeliness and responsiveness of handling complaints.

### BUDGET TARGETS FOR 1 APRIL 2001 - 31 MARCH 2002

- To maximise resources dedicated to Complaints and Investigation Directorate.
- To identify adequate resources for forensic, technical and legal support for investigation.
- To negotiate with Northern Ireland Office arrangements for resourcing of special referrals from the Secretary of State, Chief Constable or Policing Board and for other extraordinary or specialised investigations.
- To establish a costing framework for the handling of complaints.
- To establish efficiency and value for money indicators and targets in corporate support.
- To confirm internal audit arrangements by April 2001.
- To monitor expenditure and ensure that it is managed in accordance with identified financial delegations and other conditions attaching to the grant-aid.
- To provide monthly reports on expenditure.
- To have in place by July, a Management Information System to ensure that quality information is available to support decision making.
- To produce draft Annual Accounts by 30 June each year.

# EXECUTIVE SUMMARY

## SUMMARY

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The Office of the Police Ombudsman for Northern Ireland opened in November 2000. There was a rapid build up in the life of the Office; legal responsibility for 2396 complaints in existence at that time was transferred, and in the first month a further 518 complaints were received. Over the past 5 months new complaints remain at a high level. Without a full complement of investigative staff in place there is undoubted pressure on existing staff meeting the demands of this new complaints system.

This Corporate Statement will provide a common and steadying focus for staff in the Directorates over the next 12 months. The prevailing priority in the use of resources will be the consolidation of the Complaints and Investigation Directorate, ensuring adequate staffing to handle the level of complaints, as well as building a strong quality assurance framework around the investigative process. We have immediate and compelling priorities in the next 6 months.

### IMMEDIATE PRIORITIES

- **Bringing into place additional complaints and investigation staff to handle the current caseload of complaints.**
- **Securing adequate additional funds to cope with the projection of additional work.**
- **Training new staff and providing consolidation training for existing staff.**
- **Establishing a Professional Standards Team to strengthen the investigative process.**
- **Developing a comprehensive framework of employment policies and procedures.**
- **Consolidating regularity and probity procedures in the control of funds.**

In such a short period of time it is difficult to establish corporate performance indicators and measurement. While the practice of police complaints investigation is not new, the concept of a stand alone and legally independent Police Ombudsman is unique, there are no direct comparators in terms of performance indicators for this Office. Notwithstanding this, the ultimate yard stick is the level of confidence of the public and police in a complaints system which is independent and impartial and which leads to a reduction of misconduct, and of behaviour which undermines good policing.

# ANNUAL BUSINESS PLAN

## PERFORMANCE MEASUREMENT INDICATORS

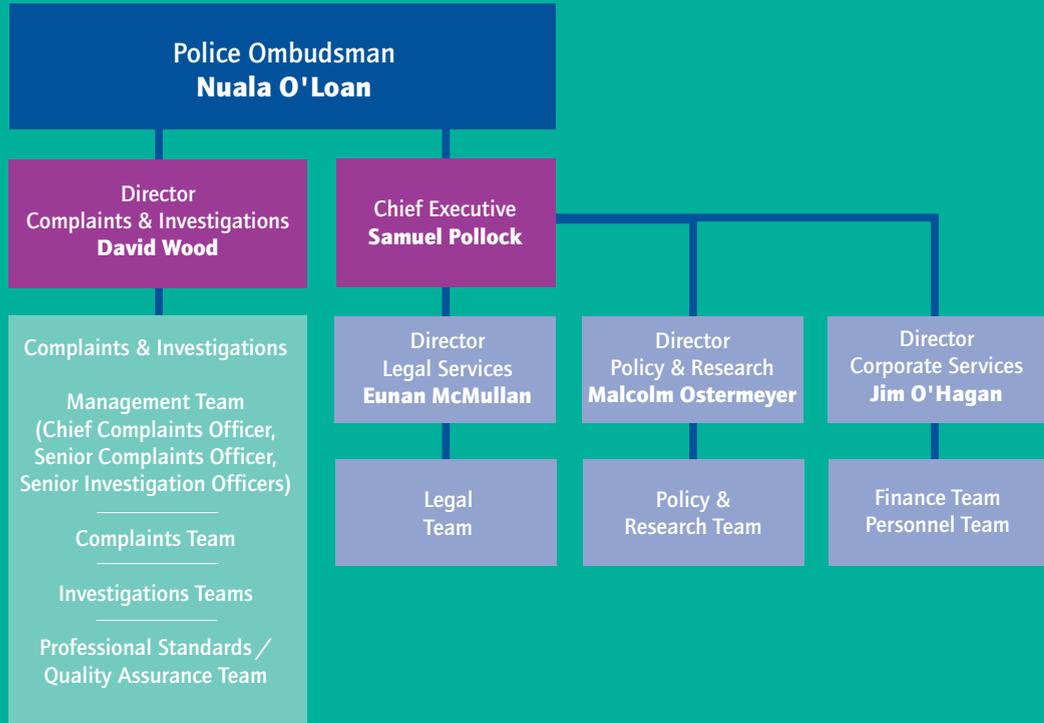
The Police Ombudsman will work with the public, the police and Government in setting benchmarks and indicators for the performance of the Office as a body corporate. The following indicators appear to us to be the starting points: -

- % of complaints referred appropriately for Informal Resolution which lead to a satisfactory outcome in the view of the complainant.
- % of complainants satisfied with how they have been dealt with by the Police Ombudsman, measured independently of the Police Ombudsman.
- % of police officers satisfied with their treatment when under investigation by the Office measured independently of the Police Ombudsman.
- Confidence of the public and the police in the police complaints system measured independently of the Police Ombudsman.
- Recommendations for improvement in policing policy and practice as measured in identified areas of practice and across all Police Districts.

The Ombudsman, Directors and Staff welcome ongoing feedback on the work of the Office and on the objectives and targets contained in this Statement. Our staff are available to provide information to you as a member of the public, a community agency, a police officer or public representative working with us in a common purpose.

**Samuel D Pollock**  
Chief Executive

THE OFFICE OF THE POLICE OMBUDSMAN FOR NORTHERN IRELAND



If you have a complaint about the conduct of a police officer, you should contact us.

You can:

Write to us at the following address :-

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

Call in at the office between 9am and 5pm Monday to Friday;

Phone the office at any time on **0845 601 2931** or **028 9082 8600**;

Send us a fax at any time on **028 9082 8659**;

Visit our website at [www.policeombudsman.org](http://www.policeombudsman.org)



New Cathedral Buildings, 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)