



CORPORATE PLAN 2002-2005  
AND  
ANNUAL BUSINESS PLAN 2002-2003

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#### Abbreviations:

PSNI: Police Service of Northern Ireland  
NIPB: Northern Ireland Policing Board  
NIO: Northern Ireland Office  
DPP: Director of Public Prosecutions  
DCU: District Command Unit

# INTRODUCTION

The Corporate Statement and Annual Business Plan issued by my Office in May 2001 helped create a corporate focus in the early life of this organisation. We are now due to publish our first Annual Report describing the activity, output and initial outcomes of this new police complaints system in Northern Ireland. The Annual Report will indicate encouraging results on many fronts. Our Office is accessible and well known throughout our communities. We strive to handle and investigate complaints in an independent, impartial manner and we are working closely with the Police Service of Northern Ireland and the Northern Ireland Policing Board to build a strong and accountable framework for policing in our communities.

Having established and stabilised the work of the Office it is important that we set longer term goals, objectives and targets. The basic systems of handling and investigating complaints are now in place. Seeking to recruit good quality staff to match the demanding work of the Office has been a long and complex task, but this is now almost complete. The level of complaints received by the Office has fluctuated from month to month, at times quite sharply, but it is now possible to gauge the underlying level of complaints and so make it possible for us to project and plan the resource commitments and the professional work of the Office over the next three years.

Undoubtedly the main long term goal of this Office is to work towards improvement in police conduct and practice, thereby reducing the incidence of conduct giving rise to complaints. David Wood, the Executive Director, is continuing to build a firm structure for effective, independent and impartial investigation of complaints. In parallel with this goal the Chief Executive, Sam Pollock, is working to ensure that the present dependence on seconded police officers reduces gradually, and that they are replaced with a body of well trained and skilled complaints and investigation officers thus enabling the Office to work towards greater efficiencies.

Over the past 17 months we have valued greatly the advice and support which we have received from many sections of the community, from other organisations and from within policing. As we proceed it is imperative that we continue to be open to your views on how to establish the best system of dealing with complaints in the interests of the police and public. In finalising this plan we facilitated a number of consultation meetings with representatives of the public, community organisations and the police and have taken into consideration the very helpful advice we received.

I submit this Plan to the Secretary of State and share it with the Policing Board, Chief Constable and staff of the Police Service and the public in the earnest hope that it will contribute to the strengthening of policing in Northern Ireland.



Police Ombudsman for Northern Ireland  
Mrs Nuala O'Loan

**SECTION ONE**  
**CORPORATE STATEMENT OF VISION,**  
**MISSION, DUTIES AND VALUES**

# CORPORATE STATEMENT

## 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.**

## LEGAL DUTIES

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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.
- 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 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 for criminal action.
- Make recommendations to the appropriate authority for disciplinary action.
- Notify the Secretary of State, Policing Board and Chief Constable of the outcome of certain complaints, referred matters and any investigation which the Ombudsman initiates without a complaint.
- Report to the Secretary of State annually.
- Carry out inquiries as directed by the Secretary of State (The Police (NI) Act 2000).
- Supply statistical information to the Policing Board (The Police (NI) Act 2000).

## 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.**

## PUBLIC VALUES

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Independence	The Police Ombudsman operates independently of the Police Service and the Policing Board in Northern Ireland. She strives to ensure that staff investigate all complaints objectively and even-handedly.
Impartiality	The Police Ombudsman and her staff will handle and investigate complaints free of bias or 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. There is also a dedicated phone number for complainants.
Accountability	The Police Ombudsman is accountable to Parliament, to the Secretary of State for Northern Ireland and to the Courts. An Annual Report and Accounts to the Secretary of State must be laid before Parliament.
Integrity	The Police Ombudsman operates with integrity in all her dealings with the Public and the Police.
Human Rights	The Police Ombudsman observes the relevant international principles and standards on policing and will respect human rights.
Satisfaction	The Police Ombudsman operates a Satisfaction Policy and Procedure which 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.



**SECTION TWO**  
**STRATEGIC GOALS 2002-2005**

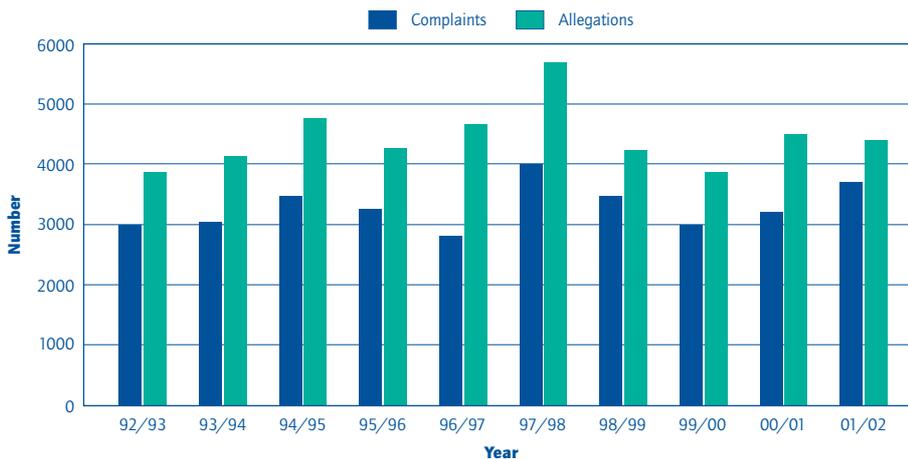
# STRATEGIC GOALS 2002-2005

## STRATEGIC GOAL ONE

**TO MAINTAIN A CORPORATE CAPABILITY BY THE OFFICE TO HANDLE AT LEAST 3500 COMPLAINTS EACH YEAR AND TO ACHIEVE EFFICIENCIES IN USE OF FUNDS.**

The level of complaints handled by the Office in this last year approached 3600, with 4400 specific allegations. Taking into consideration the underlying level over the last ten years, normal fluctuations and the large number of allegations which emanate from public order situations, it would be realistic to project a continuing level of at least 3500 complaints a year. The planning and targeting of resources over the next 3 years is set in line with this projection. The challenge for the Office will be to maximise effectiveness and efficiency in the use of resources in handling this level of complaints. Were the level of complaints to rise above this projection it would be unrealistic to expect the Office to meet its commitments and duties within existing resources.

**NUMBERS OF COMPLAINTS AND ALLEGATIONS RECEIVED 1992/93 TO 2000/02**



**NUMBERS OF COMPLAINTS AND ALLEGATIONS RECEIVED EACH MONTH NOVEMBER 2000 TO MARCH 2002**

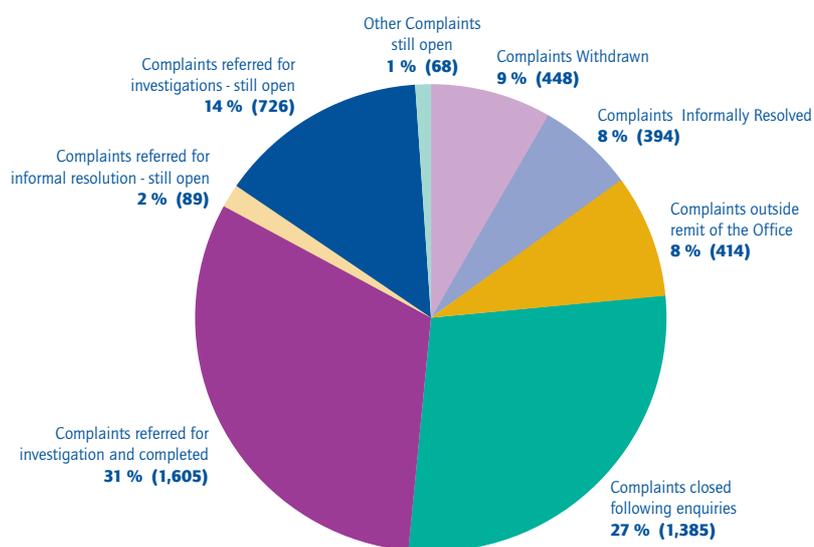


## STRATEGIC GOAL TWO

### TO INCREASE THE LEVEL OF INFORMATION AND UNDERSTANDING AS TO THE ROLE OF THE POLICE COMPLAINTS SYSTEM SO AS TO ENSURE FULLER CO-OPERATION IN THE HANDLING AND INVESTIGATION OF COMPLAINTS.

As with all public service complaints systems, the Office receives a very significant number of complaints which do not require full investigation. Over 60% of complaints are closed without requiring formal investigation. Complaints may be closed because it becomes clear that the complaint falls outside the remit of the Office, or complainants change their mind having received initial advice, or the matter is too trivial to warrant further inquiries etc. Complaints can also be withdrawn after investigation because the complainant has been advised of the investigation outcome and does not wish to participate in either criminal or disciplinary proceedings. It will be our goal to ensure that the public fully understands the circumstances in which this Office can handle complaints, and thereby reduce unnecessary use of resources in handling inappropriate complaints.

#### COMPLAINTS PROCESSED 6 NOVEMBER 2000 TO 31 MARCH 2002

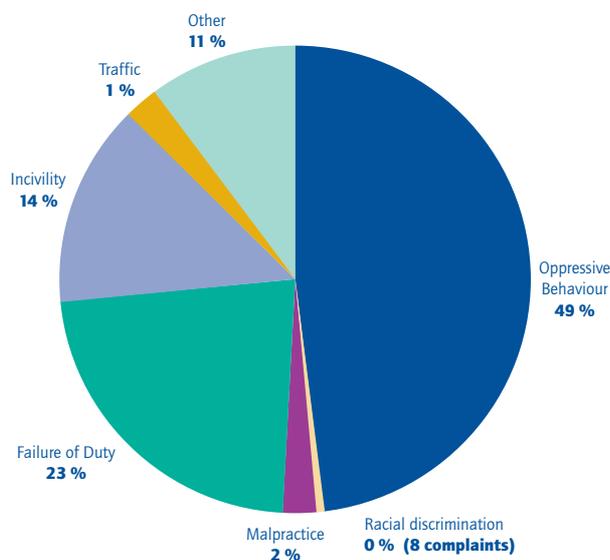


## STRATEGIC GOAL THREE

### TO IMPACT CONSTRUCTIVELY ON TRENDS AND PATTERNS OF COMPLAINTS IN RELATION TO POLICE PRACTICE AND CONDUCT.

The Office aims to impact on police conduct where it fails to meet the standards which the public have a right to expect. Ultimately an effective complaints system should lead to an improvement in conduct and practice. Currently 49% of all complaints received, and over 57% of cases under formal investigation, relate to Oppressive Behaviour, and a decrease in complaints in this area is obviously a key priority. The correlation of complaints and number of servicing police officers is also a factor in planning ahead. A decrease in PSNI operational strength may impact on our resource planning for the next three years. On the other hand, statistics for 1998 and over the last 18 months indicate how a large number of complaints may enter the system because of public order situations erupting and this could counterbalance improvements in other areas. Nevertheless, the goal of the Office over the next three years must be to impact and improve on police conduct in key complaint areas.

#### PROPORTION OF ALLEGATION TYPES APRIL 2001 TO MARCH 2002



# STRATEGIC GOALS 2002-2005

## STRATEGIC GOAL FOUR

### TO BUILD CONFIDENCE WITH POLICE OFFICERS AT DISTRICT AND OPERATIONAL LEVELS ENSURING MAXIMUM COOPERATION AND EFFECTIVENESS IN THE INVESTIGATION OF COMPLAINTS.

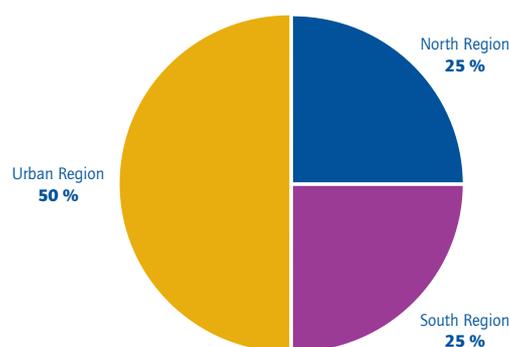
A compelling goal for the Office is to establish the confidence of police officers in the running of the police complaints system. It is inevitable in the early days of the Office that confidence is shaped very sharply by the most recent event or investigation outcome. Effective working relationships have been established at all levels with the Police Service. The outstanding challenge over the next 3 years is to build a level of communication at grass roots level which will ensure that police officers understand fully the duties imposed on the Police Ombudsman and appreciate that the independence and impartiality of the Office serves the interests of justice and good policing. The increased potential of sharing the outcomes of complaints and investigations will assist in removing some existing misunderstandings.

#### NUMBER OF COMPLAINTS FOR PSNI REGIONS AND DCUs

North Region	
DCU	Number of Complaints
Ballymena	136
Ballymoney	12
Coleraine	103
Fermanagh	77
Foyle	198
Larne	50
Limavady	42
Magherafelt	30
Moyle	9
Omagh	84
Strabane	86
<b>Total</b>	<b>827</b>

Urban Region	
DCU	Number of Complaints
Antrim	99
Belfast East	114
Belfast North	554
Belfast South	234
Belfast West	208
Carrickfergus	67
Castlereagh	52
Lisburn	105
Newtownabbey	85
North Down	92
<b>Total</b>	<b>1610</b>

South Region	
DCU	Number of Complaints
Ards	113
Armagh	81
Banbridge	88
Cookstown	76
Craigavon	151
Down	142
Dungannon	68
Newry	95
<b>Total</b>	<b>814</b>



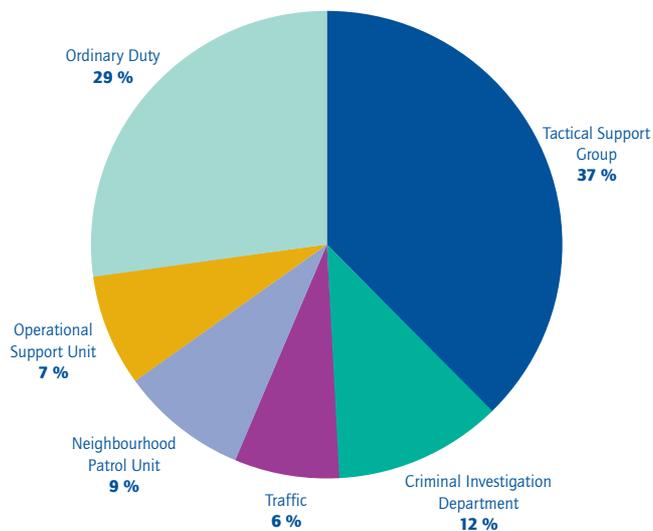
## STRATEGIC GOAL FIVE

### TO DEVELOP AN EFFECTIVE RELATIONSHIP WITH THE POLICING BOARD, WORKING FOR THE GOOD OF POLICING STANDARDS IN NORTHERN IRELAND.

The Policing Board came into existence in November 2001 and already there has been constructive and helpful contact between the Office and the Board. The Office has initiated a quarterly report to the Complaints Monitoring Committee of the Board and will aim, over the next three years, to establish a solid working relationship in sharing information, statistics and research which will help inform on and facilitate the duties of the Policing Board. It is also essential that the Office is fully aware of the views and needs of the Policing Board in the strategic responsibilities they carry, and that the Policing Board consults with the Police Ombudsman on matters of common interest.

### EXAMPLE OF CHART FROM A QUARTERLY COMPLAINTS TREND AND PATTERN MONITORING REPORT

COMPLAINTS AGAINST POLICE OFFICERS BY UNIT



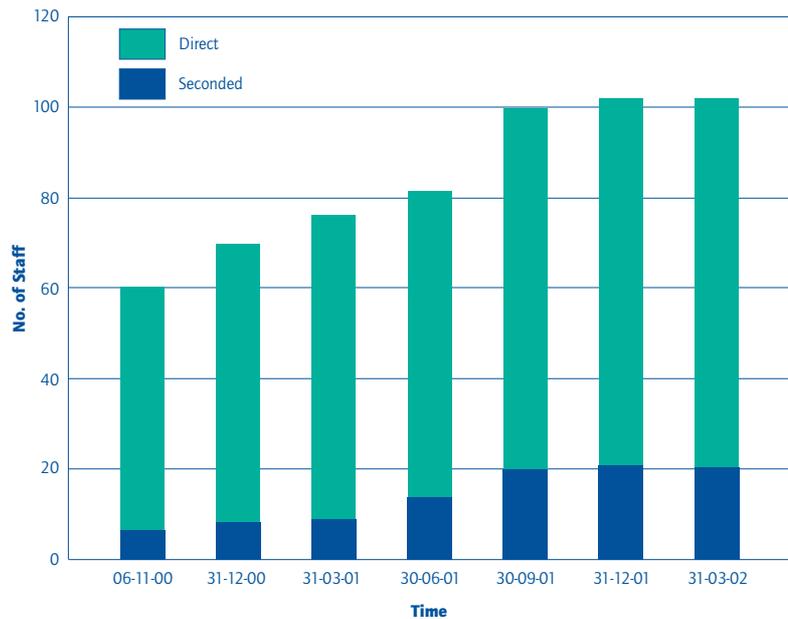
# STRATEGIC GOALS 2002-2005

## STRATEGIC GOAL SIX

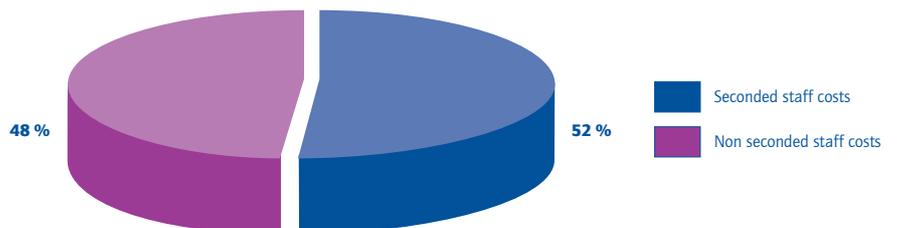
### TO RECRUIT AND DEVELOP QUALIFIED INVESTIGATION STAFF WITHIN THE OFFICE SO AS TO DECREASE DEPENDENCE ON SECONDED POLICE OFFICERS.

Currently 65% of Investigation and Assistant Investigation staff have been recruited directly by the Office, supported by a further 21 police officers seconded from police services in England and Wales. The Office could not fulfil its duties effectively without the particular expertise and skill which seconded staff bring. All seconded investigative staff are employed on police officer conditions of service and hence represent more than 50% of investigation resources. The Office will seek to develop an accredited qualification for investigators in conjunction with other policing or investigation bodies and this will be a priority over the next 12 months. The goal over the next three years will be to have at least 75% of investigation staff directly recruited and trained.

#### OPONI - STAFFING LEVELS: 6 NOVEMBER 2000 TO 31 MARCH 2002



#### OPONI BUDGET 2002/2003 - INVESTIGATIONS STAFF COST ANALYSIS





**SECTION THREE**  
**CORPORATE OBJECTIVES -**  
**APRIL 2002 TO MARCH 2003**

# CORPORATE OBJECTIVES

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## **OBJECTIVE ONE:**

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### **TO ACHIEVE HIGH LEVELS OF SATISFACTION THROUGH TIMELINESS OF RESPONSE TO COMPLAINTS AND COMPLETION OF INVESTIGATIONS.**

In the first Corporate Statement the Office set very challenging targets on responsiveness to the public and complainants. The Annual Report indicates significant achievement in relation to those targets. In the next year the Office will seek to build and improve on this achievement. With a full complement of staffing in the Complaints and Investigations Directorate, the Office will aim to reduce the time taken to complete investigations without compromising on standards or thoroughness. In so doing the ongoing co-operation of the Office of the Director of Public Prosecutions, Forensic Science Service of Northern Ireland and other agencies will be sought.

## **OBJECTIVE TWO:**

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### **TO IMPROVE QUALITY ASSURANCE PROCESSES SO AS TO MAINTAIN HIGH STANDARDS AND INDEPENDENCE IN THE INVESTIGATION OF COMPLAINTS.**

The Office employs two legal officers to assist investigation teams in those cases where complaints involving criminal allegations may be referred to the Director of Public Prosecutions. The legal team also support and advise the Ombudsman and Directors in relation to statutory duties, legal applications and reviews.

The Professional Standards Team is now fully operational. It assists in the scrutiny and preparation of cases being referred for disciplinary action or to any Tribunal for disciplinary proceedings. The Team will also carry out thematic inspections of the work of the Office. The objective is to build strong quality assurance processes to maintain the high standards and independence which are central to the effectiveness and integrity of the Office.

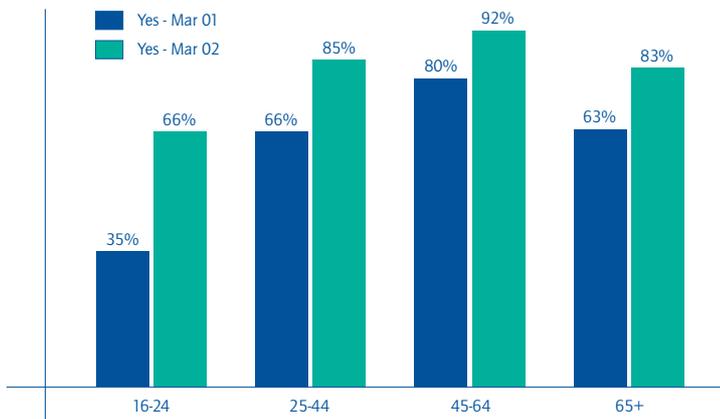
## **OBJECTIVE THREE:**

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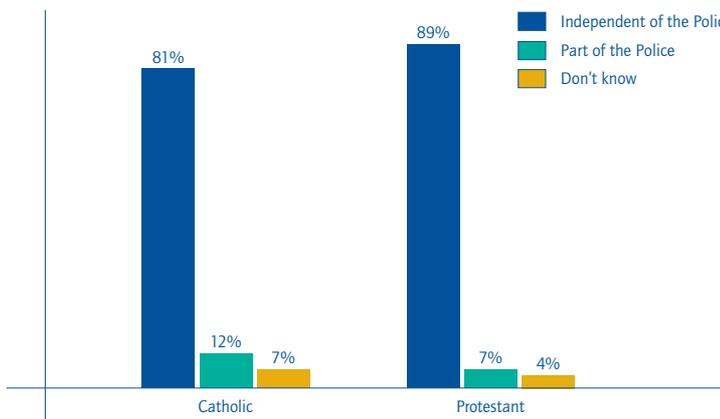
### **TO KEEP THE PUBLIC AND THE POLICE FULLY INFORMED OF THE WORK OF THE POLICE OMBUDSMAN, ENSURING THAT THE COMPLAINTS SYSTEM WORKS EQUITABLY AND FAIRLY FOR THE PEOPLE AND POLICE OF NORTHERN IRELAND.**

The extent to which the Office has made the complaints system known to the public has been surveyed independently by the Northern Ireland Statistics and Research Agency. The most recent results as outlined in the Annual Report indicate an exceptionally high level of awareness. Over 86% of the public know of the Office and 77% have confidence that the Office will handle complaints fairly. However, it is important that awareness is fully and accurately informed and specific focus needs to be given to all groups and sections of communities specified in the Northern Ireland Act (1998) to ensure that the impartiality and independence of the Police Ombudsman are understood.

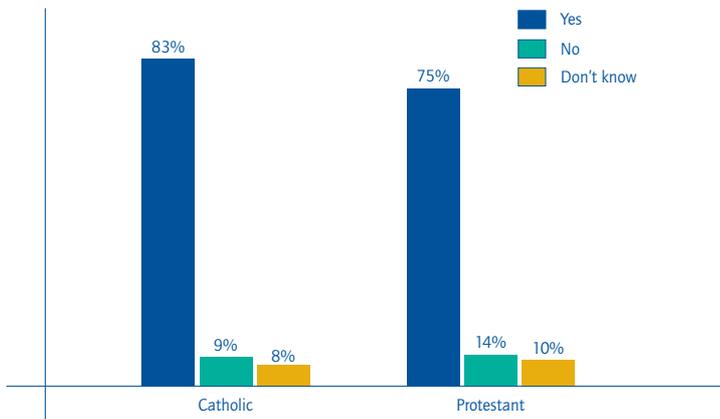
**AWARENESS OF POLICE OMBUDSMAN BY AGE GROUP MARCH 2001 AND MARCH 2002**



**AWARENESS OF INDEPENDENCE OF POLICE OMBUDSMAN BY COMMUNITY BACKGROUND MARCH 2002**



**WHETHER COMPLAINANTS WOULD BE TREATED FAIRLY BY POLICE OMBUDSMAN BASED ON COMMUNITY BACKGROUND MARCH 2002**



## **OBJECTIVE FOUR:**

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

The Office now provides monthly and quarterly statistical information to the PSNI and NIPB. The information covers the level of complaints; the spread of complaints throughout police districts; the profile of complaints; and significant other detail. One of the strategic goals of the Office is to have an impact on policy and practice in police conduct, leading to a reduction in complaints. The Research Team will continue to build a framework of analysis and research in relation to the nature and outcome of all complaints and will work constructively with the Police Service and the Policing Board.

## **OBJECTIVE FIVE:**

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### **TO CREATE AN ENVIRONMENT IN WHICH THE SKILLS AND PROFESSIONALISM OF STAFF ARE DEVELOPED AND VALUED AND THAT THERE IS FULL COMPLIANCE WITH THE STATUTORY DUTIES SET OUT IN THE NORTHERN IRELAND ACT 1998.**

In the past twelve months it was imperative for Corporate Services to recruit and train staff as quickly as possible to enable the Complaints and Investigation Directorate to respond to the high level of work. This programme of recruitment should be finalised by June 2002. The continuing challenge is to create an environment in which the skills and professionalism of staff appointed to the Office can be developed in order to meet the longer term strategic goal of reducing dependence on seconded staff, whilst maintaining the quality of the service provided to police and the public. A high priority will continue to be given to meeting the responsibilities of the Equality Scheme currently under public consultation.

## **OBJECTIVE SIX:**

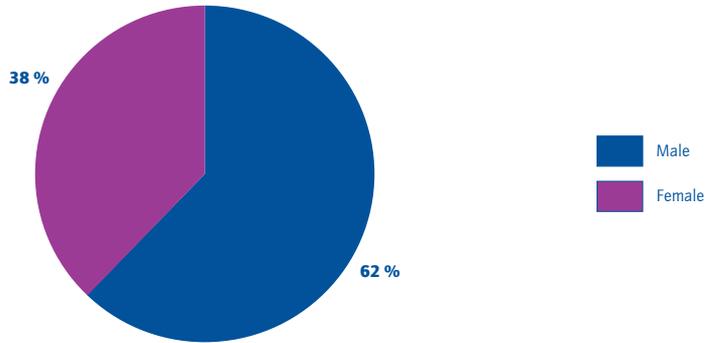
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### **TO ENSURE THAT RESOURCES ARE TARGETED TO SUPPORT THE VISION AND WORK OF THE POLICE OMBUDSMAN AND THAT A RESOURCE CONTINGENCY EXISTS TO ENABLE EXCEPTIONAL OR URGENT INVESTIGATIONS.**

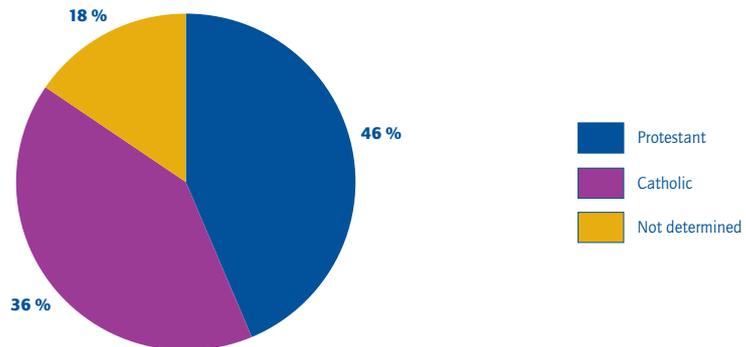
In the first 17 months of operations the Office has remained within its agreed budget and the targets set by the Northern Ireland Office. Departmental approval has been given for £6.7m expenditure in 2002-2003 but this requires submissions to the Department as part of the supplementary estimates exercise because of the original baseline (£4.8m) established in 2000. Essential internal audit and financial controls have been established in line with government and financial regulations. Now that the capital and information infrastructure of the Office is in place, maximum resources must be targeted to develop the professional expertise in the complaints, investigation and professional standards teams. In addition to this it will be necessary to establish a contingency management strategy for exceptionally onerous, urgent or serious investigations.

# CORPORATE OBJECTIVES

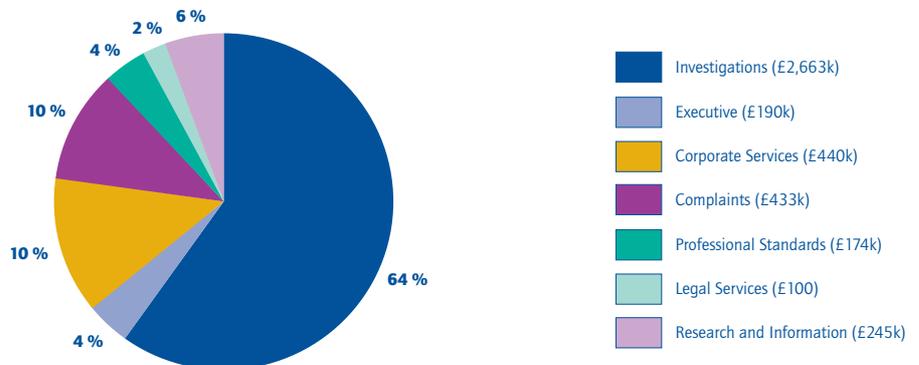
## PERCENTAGE ANALYSIS OF EMPLOYEES IN POST ON 1 JANUARY 2002 1) BY GENDER



## 2) BY COMMUNITY BACKGROUND



## PERCENTAGE ANALYSIS OF EMPLOYEES COSTS ON 1 JANUARY 2002





**SECTION FOUR**  
**KEY PERFORMANCE INDICATORS**  
**AND TARGETS**

## KEY PERFORMANCE 2002 - 2003

KEY PERFORMANCE INDICATORS	TARGET/ MEASUREMENT
Telephone calls to the Office Contact with complainant following allocation to be answered within 20 seconds <i>Current Performance: Average response time 8 seconds</i>	Maintain
Complainants seen promptly on attending the Office <i>Current Performance: Average attendance time 3 minutes 10 seconds</i>	Maintain
Complaints acknowledged by letter within 4 working days <i>Current Performance: 83% achievement in 3 days</i>	Target 90% 3 days
Complaints allocated action within 4 working days Keeping police officers informed of progress at <i>Current Performance: 81% achievement in 3 days 100% in 4 days</i>	Target 90% 3 days
Complaints for fast tracking allocated within 1 working day <i>Current Performance: 96% achievement</i>	Target 95% 1 day
Complaints referred for Informal Resolution within 4 working days of consent given <i>Current Performance: 89% achievement in 3 days 100% in 4 days</i>	Target 90% 3 days
Initiate contact with complainant following allocation of the complaint to investigation officers within 3 working days <i>Current Performance: 88% achievement in 3 days</i>	Target 90% 3 days
Complainants kept informed of progress regularly, at least every 6 weeks <i>Current Performance: New target</i>	Target 95%
Police officers kept informed of progress at key stages of the investigation <i>Current Performance: Not yet available</i>	Target 95%
Arrival at emergency call-outs within 3 hours at any time (1½ hours in Greater Belfast) <i>Current Performance: Target achieved</i>	Target 90%
Time taken to complete investigations within the Office (not to exceed 110 Police Ombudsman working days) <i>Current Performance: Average completion 105 days 62% completed within 110 days</i>	Maximum Working days 110

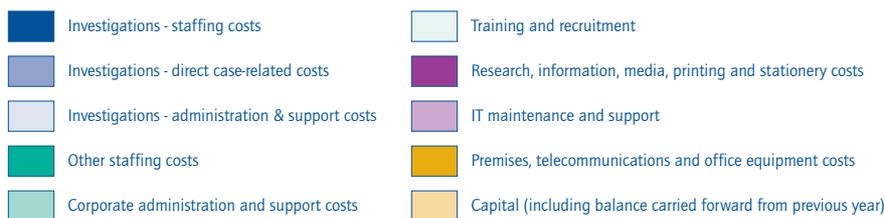
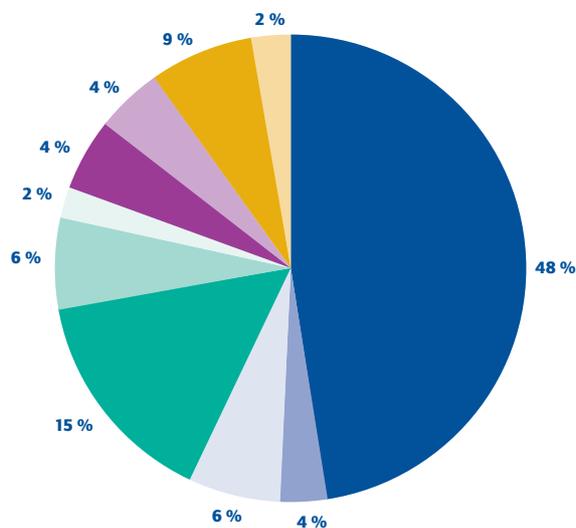
## KEY PERFORMANCE INDICATORS AND TARGETS 2002 – 2003

KEY PERFORMANCE INDICATORS	TARGET/ MEASUREMENT
Supply statistical reports of all complaints to the Chief Constable, each month	Within 10 days of Month end
Research matters of public interest on policing and produce articles and reports	As programmed
Maintain public awareness through information and media services, targeting key sections of the community	Independent survey
Enhance confidence and effective communication with the Police Service and Policing Board	Independent survey
Promote best practice events with District Commanders and District Policing Partnerships	As agreed with PSNI
Run external events/conferences contributing to the development and enhancement of policing conduct and practice	As programmed
Prepare financial plans, policies and procedures to meet Government Accounting requirements and controls	As required by Departmental and Accounting Officer guidance
Develop resource, finance and business information systems to support delegated management controls	Monthly
Implement training and development plans in line with performance and appraisal needs of staff	Annual Monitor
Ensure that all statutory obligations under Section 75 Northern Ireland Act 1998 and Article 55 Fair Employment and Treatment Order 1998 are met	Statutory Returns
Produce an Annual Report and Accounts for presentation to Secretary of State and the Comptroller and Auditor General	Report: 30 June 2002 Accounts: 31 August 2002

# BUDGET AND RESOURCE TARGETS

## RESOURCE TARGETS 2002/2003 (FUNCTIONAL ANALYSIS)

	£k	£k	£k	£k
Investigations - staffing costs	3,205			
Investigations - direct case related costs	240			
Investigations - administration & support costs	420			
Other staffing costs	1,040			
Corporate administration and support costs	400			
Training and recruitment	145			
Research, Information, media, printing and stationery costs	245			
Information technology maintenance and support	300			
Premises, telecommunications and office equipment costs	590			
<b>Projected revenue expenditure</b>	<b>6,585</b>			
Capital (including balance carried forward from previous year)			165	
<b>Projected budget expenditure</b>			<b>6,750</b>	



**SECTION FIVE**  
**EXECUTIVE SUMMARY**

# EXECUTIVE SUMMARY

## PRIORITIES DURING LAST TWELVE MONTHS

One year ago we identified six immediate priorities facing the Office:

- 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.

## CURRENT PROGRESS

- During the past year the NIO has grant-aided funds necessary to appoint the Complaints and Investigation staff to enable us to handle over 4000 complaints as well as a further 2000 being investigated by the RUC, which were transferred for supervision by the Office in November 2000.
- The training and development of new staff remains a key priority, but the main recruitment phases have now been completed and, with a few exceptions, core staff and teams are in place.
- The Office is progressing the investigation of complaints and we are achieving a high level of responsiveness to complainants. With a full complement of investigation staff, the average time to complete an investigation is beginning to reduce.
- In the course of the last nine months a Professional Standards Team has been established and quality assurance systems are being developed to ensure that the quality and integrity of the investigations meets the highest standards.
- A framework of employment policies and procedures and a mechanism for joint negotiation and consultation on staffing issues have been established.
- The Office is succeeding in integrating newly recruited staff, staff transferred from the previous Authority (ICPC) and seconded staff from England and Wales in a way that provides a cohesive response to the statutory duties and responsibilities laid on the Police Ombudsman.
- As a Non Departmental Public Body the resource management infrastructure is now in place and the Project Implementation work has ceased.
- The Office is now in control and accountable for its payroll, pension provision, budget controls, independent internal audit and is seeking to operate fully within the Regulations and Conditions of Grant Aid.
- The Annual Report covering the output and performance of the Office since its inception will be presented to the Secretary of State at the end of June as required. The Report will demonstrate a new police complaints system which is up and running, which is coping with a high level of work, is gaining the confidence of the

public and working constructively with the NIPB and PSNI in strengthening accountability mechanisms in a new policing environment.

### **STRATEGIC GOALS OVER NEXT THREE YEARS**

The strategic goals and priorities for the Office over the next three years are:

- To maintain a corporate capability by the Office to handle at least 3500 complaints each year and to achieve efficiencies in use of funds;
- To increase the level of information or understandings as to the role of the police complaints system so as to ensure fuller co-operation in the handling and investigation of complaints;
- To impact constructively on trends and patterns of complaints in relation to police practice and conduct;
- To build confidence with police officers at district and operational levels, ensuring maximum cooperation and effectiveness in the investigation of complaints;
- To develop an effective relationship with the Policing Board, working for the good of policing standards in Northern Ireland;
- To recruit and develop qualified investigation staff within the Office so as to decrease dependence on seconded police officers.

### **CORPORATE OBJECTIVES OVER NEXT TWELVE MONTHS**

The immediate objectives for the next twelve months remain similar to those set last May:

- To achieve high levels of satisfaction through timeliness of response to complaints and completion of investigations;
- To improve quality assurance processes to maintain high standards and independence in the investigation of complaints;
- To keep the public and the police fully informed of the work of the Police Ombudsman and that the complaints system works equitably and fairly for the people and police of Northern Ireland;
- To inform and improve policing policy and practice through the analysis and research of police complaints;
- To create an environment in which the skills and professionalism of staff are developed and valued and that there is full compliance with the statutory duties set out in the Northern Ireland Act 1998;
- To ensure that resources are targeted to support the vision and work of the Police Ombudsman and that a resource contingency exists to enable exceptional or urgent investigations.

During the past year the Police Ombudsman and staff representing the Ombudsman have engaged extensively in meetings and other events with the public. These events are vital to the Office and we continue to encourage and invite participation with us as we develop.

**S D POLLOCK**  
Chief Executive

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

You can:

Write to us at the address given below;

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; telephone calls to this Office may be monitored for training and quality assurance 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.





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)