

# POLICE OVERSIGHT -- SERVICE STANDARDS

COMMITMENT: BEYOND MEASUREMENT? ?  
Performance Measurement of Oversight.

Al Hutchinson – June 2008, Regina  
Police Ombudsman Northern Ireland

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## WHO ARE WE?

- Established November 2000
  - Dame Nuala O'Loan was first Ombudsman appointed
  - Al Hutchinson second Ombudsman 6 November 2007
  - Legislative Framework: The Police (Northern Ireland) Acts 1998, 2000 and 2003
  - Investigate all complaints of policing in Northern Ireland
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## OFFICE STRUCTURE

- 150 Staff
  - 100 investigative staff
  - Support of corporate, legal, information and policy & practice departments
  - 24/7/365 cover
  - £9 Million budget
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## The Vision – Our Beginning Standards

- Excellence in the provision of an independent impartial police complaints service in which the public and the police have confidence.
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## WHAT MUST OUR SYSTEM PROVIDE FOR EVERYONE?

- Accessibility & Confidentiality
  - Clarity
  - Transparency where possible
  - Accountability
  - Effectiveness
  - Responsiveness
  - Simplicity
  - Speed
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## WHAT ARE STANDARDS?

- Usually seen in terms of timeliness, accuracy and appropriateness (ICS 2002) ***“The standard is of no use if performance against it cannot be measured”***
- UK Parliamentary and Health Services Ombudsman-principles of (standards for) complaint handling: getting it right; being customer focused; being open and accountable; acting fairly and proportionately; putting things right; seeking continuous improvement

# ARE THESE STANDARDS AT THE WRONG LEVEL??

- Maybe think of standards operating at 2 levels
  1. High level service standards [Effectiveness or Quality Measures (outcomes) ], and
  2. Lower level service standards [Efficiency or Performance Measures (outputs) ]
- View also as external vs. internal standards

- PONI High Level **Service Standards** (Values) – independence, impartiality, integrity, openness, fairness, human rights, accessibility, satisfaction, accountability.
- High Level **Effectiveness/quality measures**: survey results (public/police/employees); grievances; maladministration complaints; judicial reviews; prosecution/discipline results; reviews/inspections by external bodies; published reports



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- PONI Lower Level **Service Standards** – prompt complaint response; timeliness of investigation; etc.
  - Lower Level **Performance Indicators/output measures**: % complaints registered within 3 working days; actioning 90% in 5 working days; % investigations complete in 100 days; etc.
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# Service Standard Classification Matrix

	External	Internal	
High Level Service Standards	<b><u>Accountability</u></b> (Audits, public reports, judicial review, media, etc.)	<b><u>Accountability</u></b> (surveys staff conduct, grievances)	Effectiveness Measures ( <b><i>Quality Outcomes</i></b> )
Low Level Service Standards	<b><u>Timeliness</u></b> (call-out response 1.5 Hrs,	<b><u>Timeliness</u></b> (register complaint 3 days; action 90% 5 days, etc)	Efficiency Measures ( <b><i>Performance Measurement</i></b> )

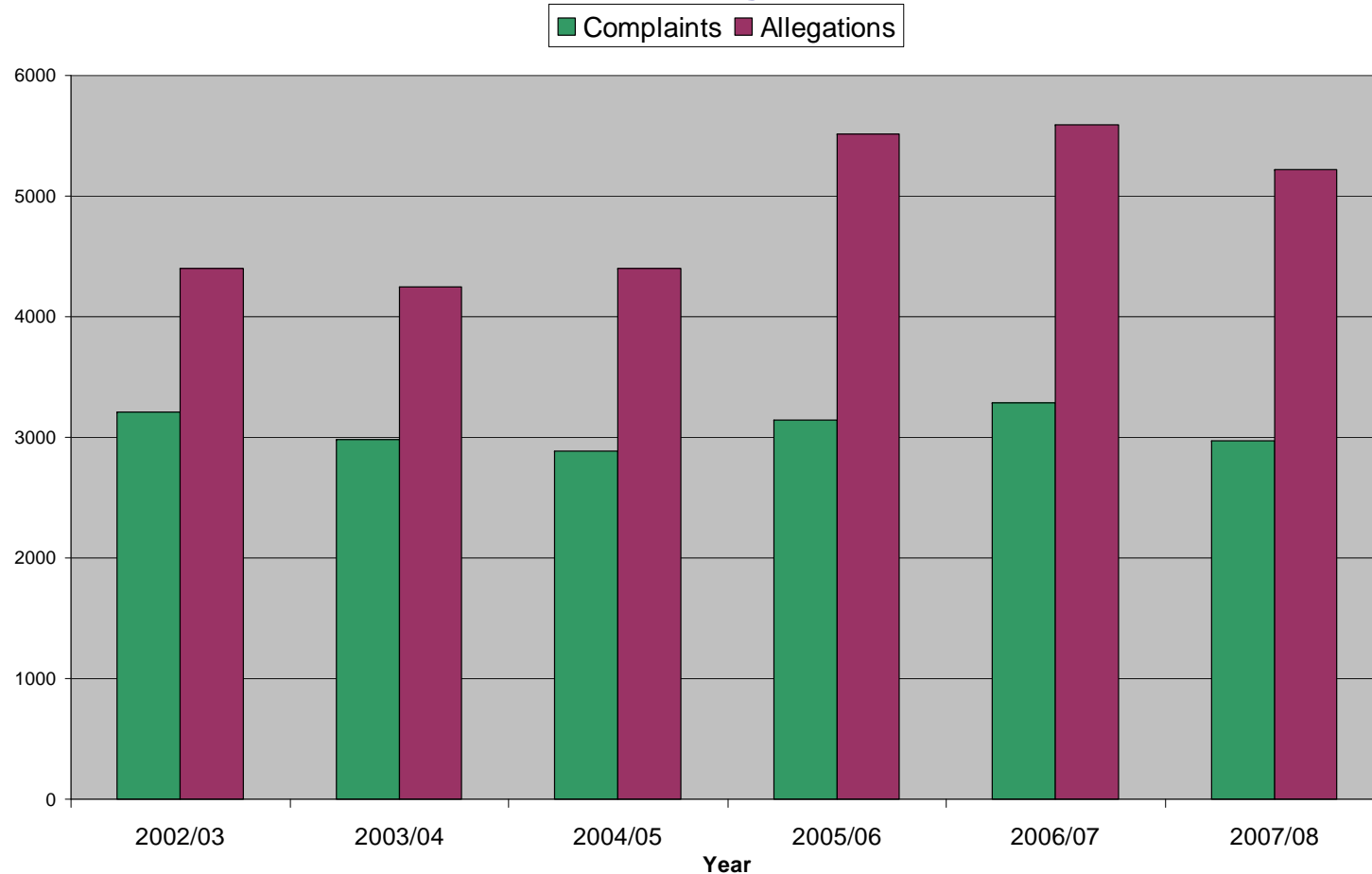
## SOME EXAMPLES OF MEASURES

- Data Collection Measures
  - Quality Measures
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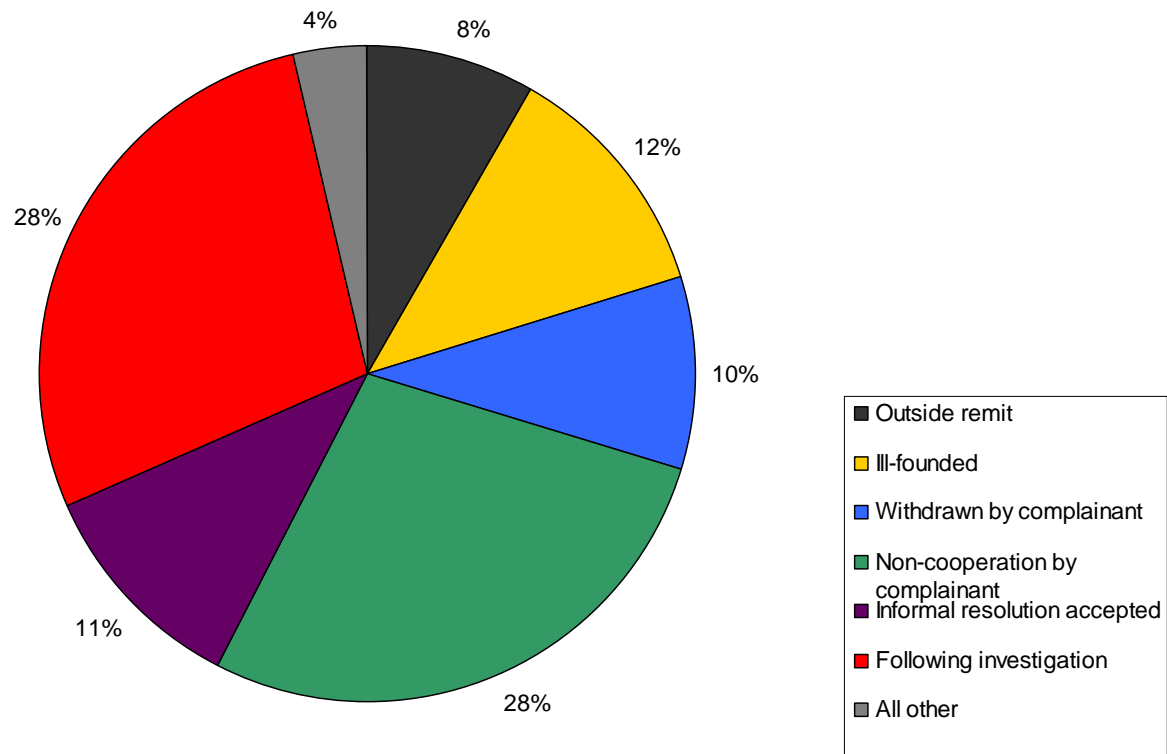
## Complaints and allegations received 2007/08

<b>Incoming work</b>	
Complaints	2970
Allegations	5220
<b>Section 55 matters</b>	
Police Ombudsman Call-ins	4
Chief Constable Referrals	18
DPP Referrals	5
Total	27

## Number of Complaints and Allegations, 2002/03 - 2007/08



## Complaint/non-complaint matter closures, 2007/08



### Cases referred to the Public Prosecution Service, 2007/08

Interim files submitted	9
Cases submitted with no recommendations for prosecution	221
Cases submitted with recommendations for prosecution	11
<b>Total cases submitted</b>	<b>241</b>
Number of officers subject to recommendations	12
Number of charges recommended	19

### Number of cases referred to the Public Prosecution Service 2001-2008

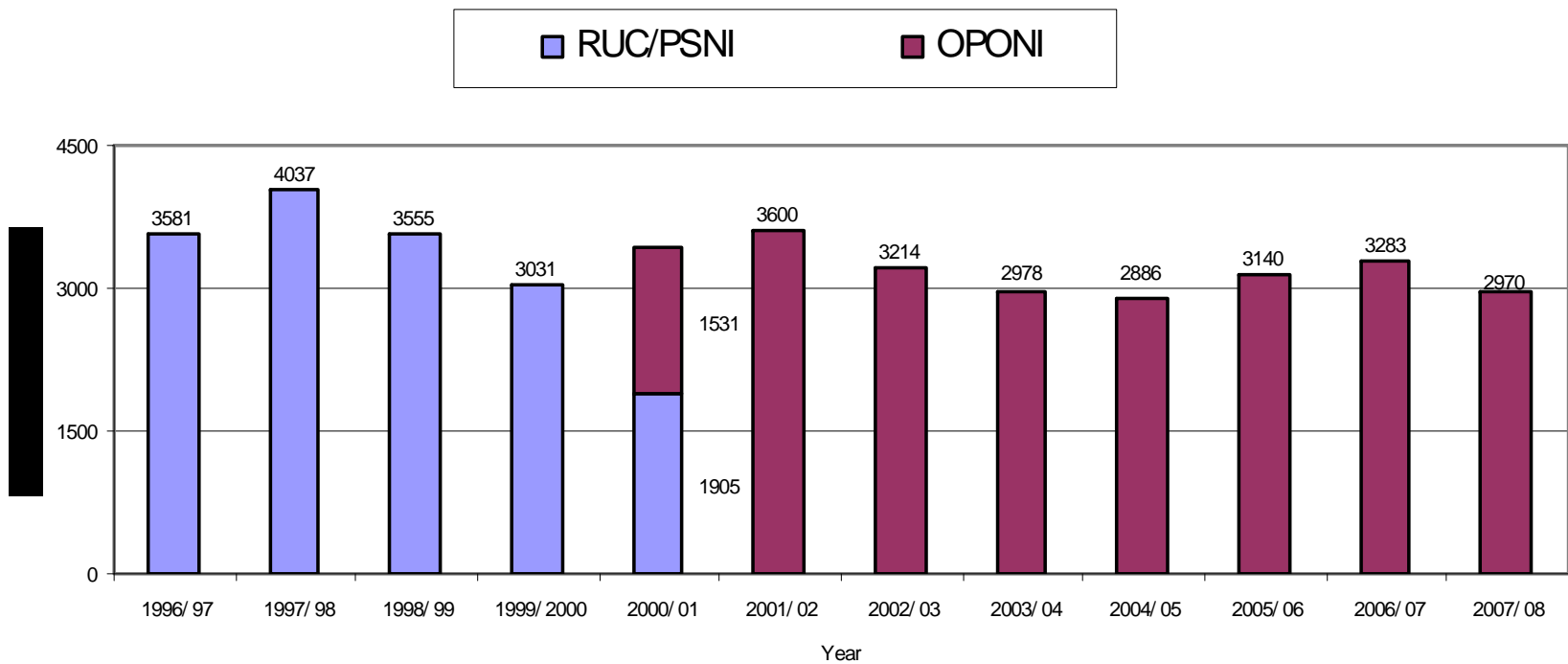
2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
78	184	174	149	174	200	241

## Recommendations made to Chief Constable, 2007/08

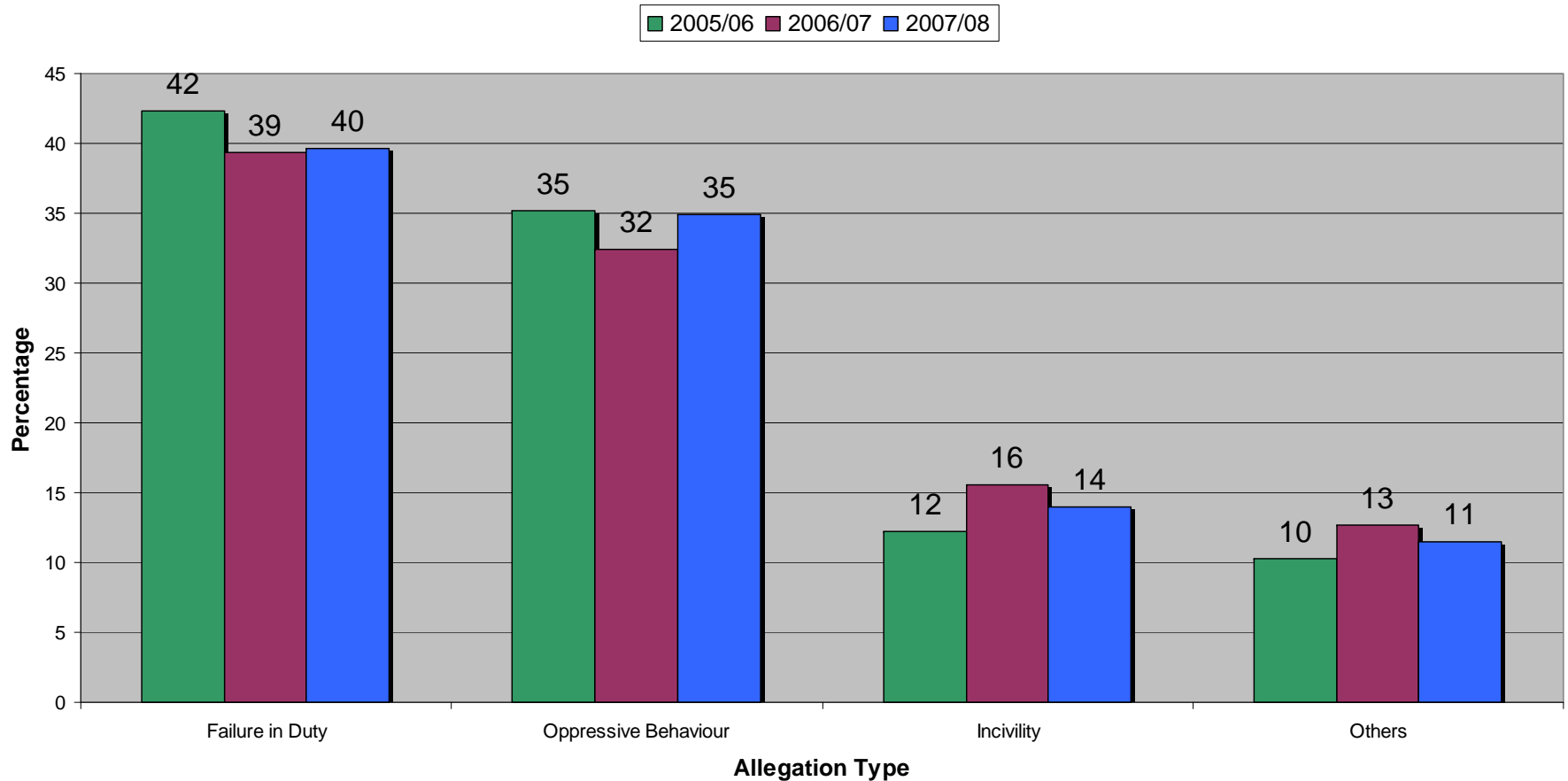
Charge	Cases	Officers involved
Misconduct Charges	11	16
Superintendent's Written Warning	23	25
Advice and Guidance	86	111
Management Discussion	38	48
<b>Total</b>	<b>158</b>	<b>200</b>



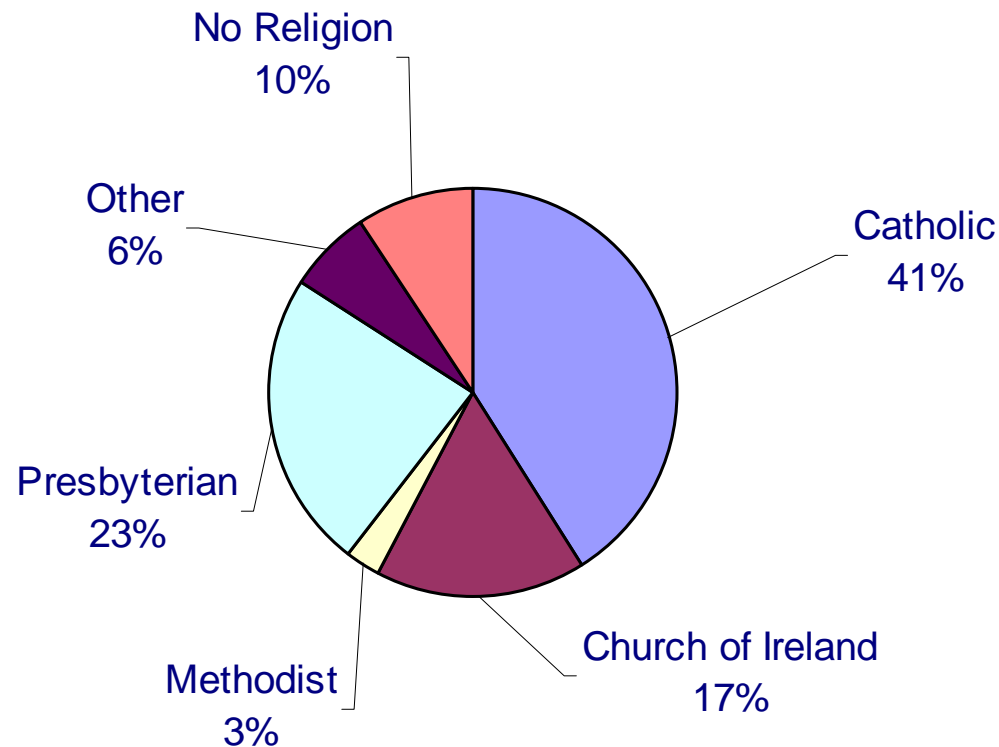
## Complaints received, 1996/97 - 2007/08



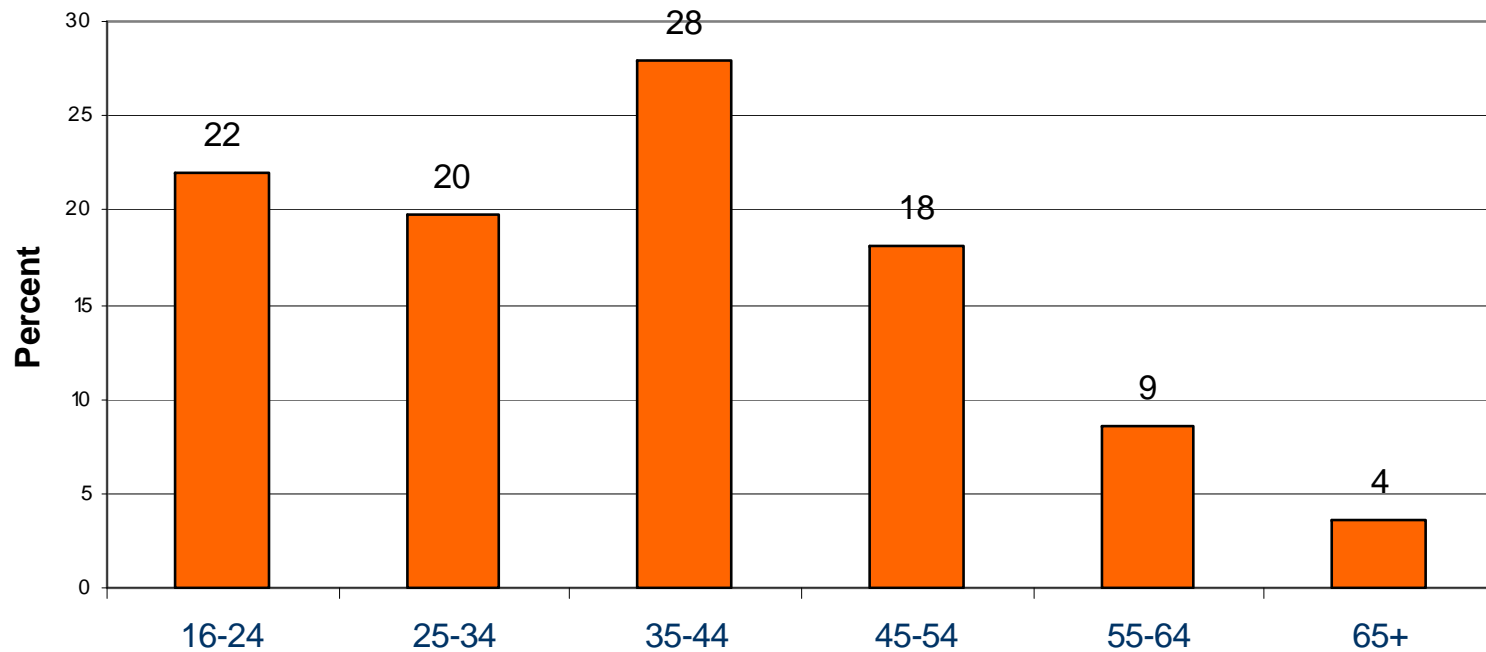
## Allegation Types, 2005/06 - 2007/08



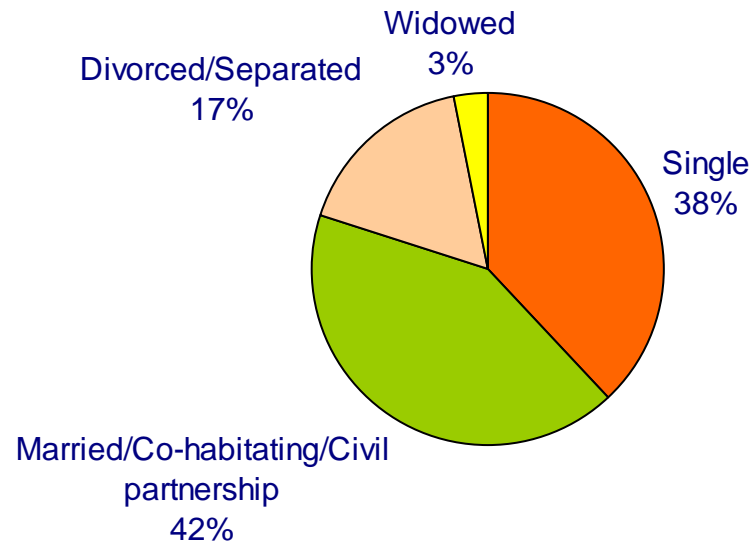
## Complainants' Religious Belief



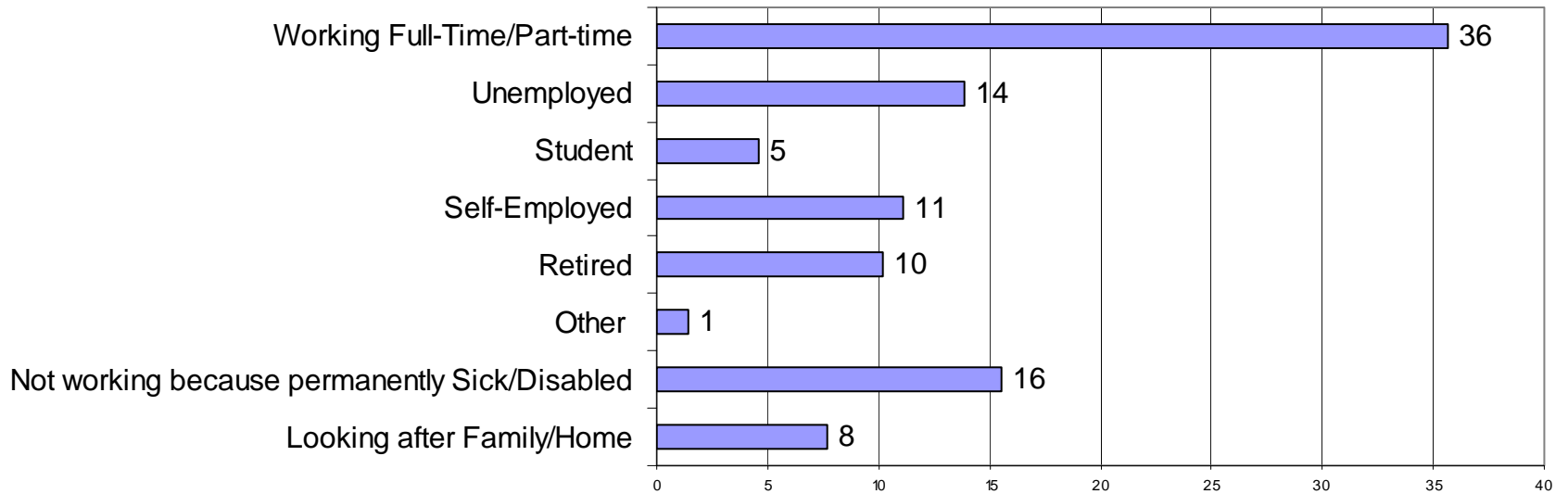
## Complainants' Age



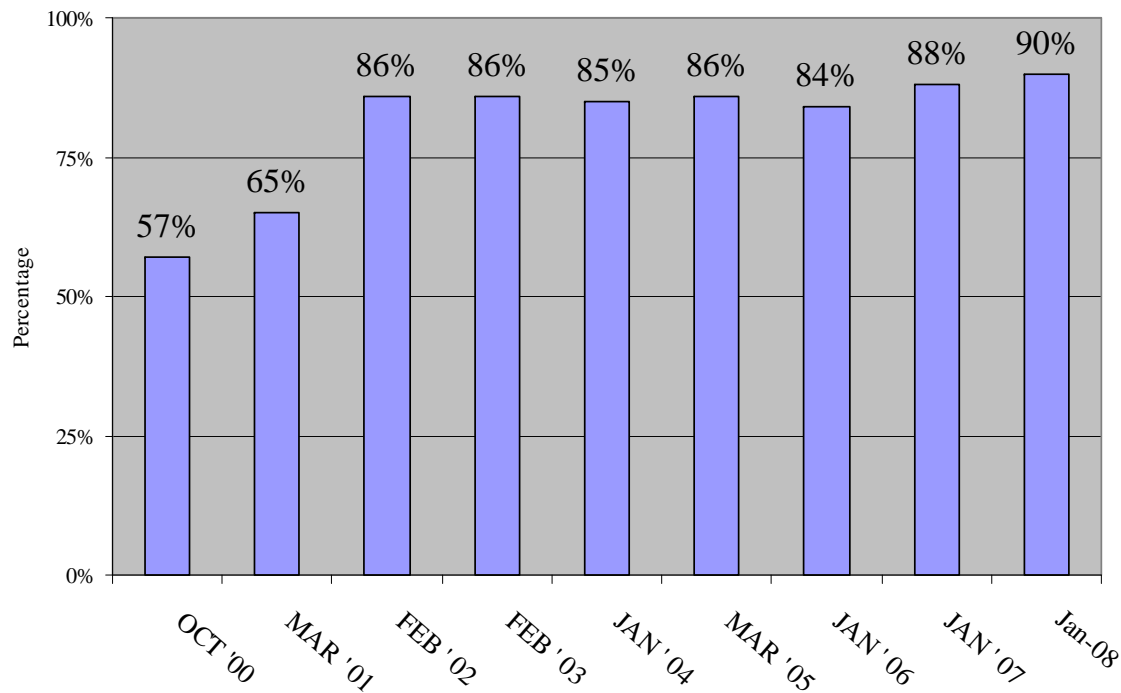
## Complainants' marital status



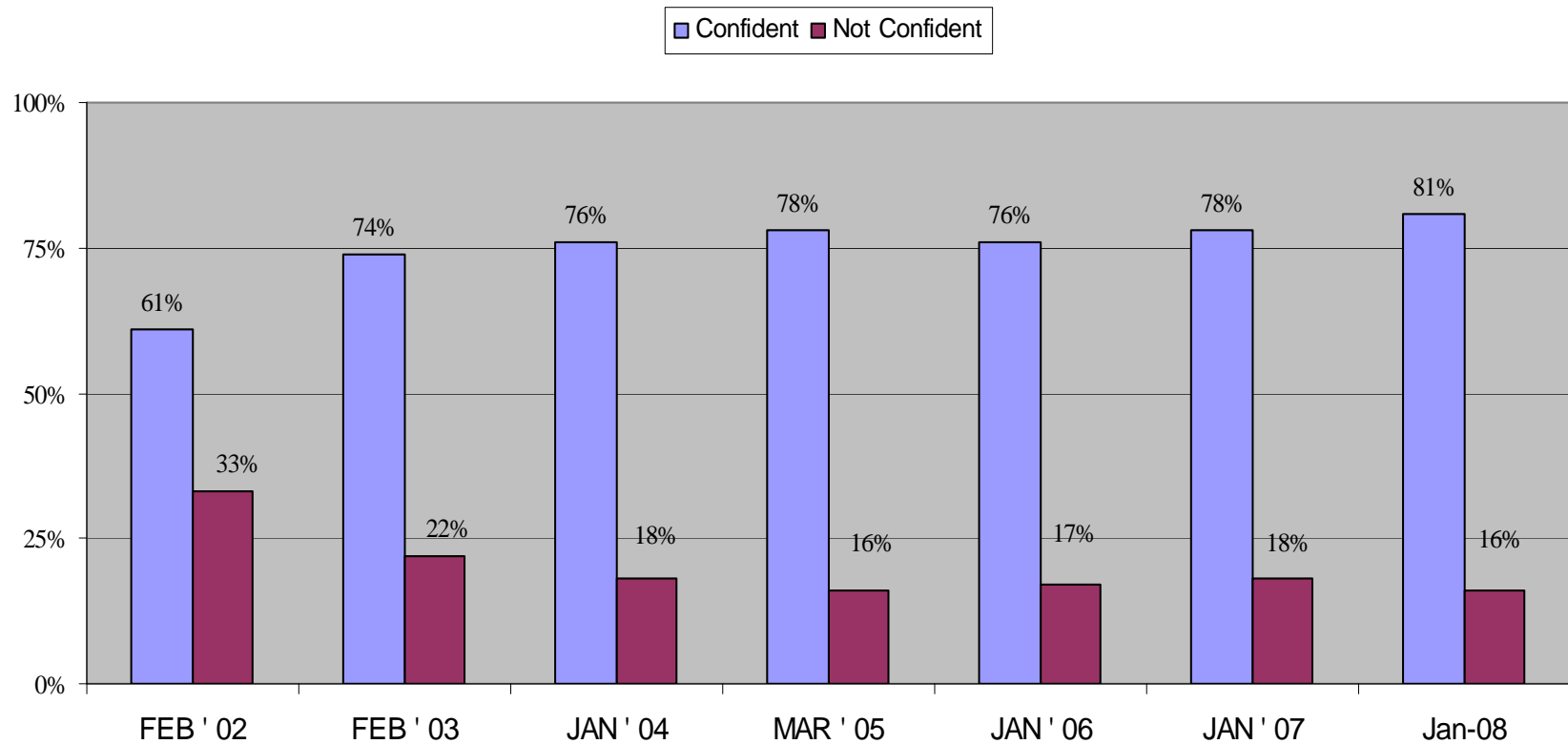
### Complainants' Employment Status



## Proportions of respondents aware of the Police Ombudsman, October 2000 - January 2008

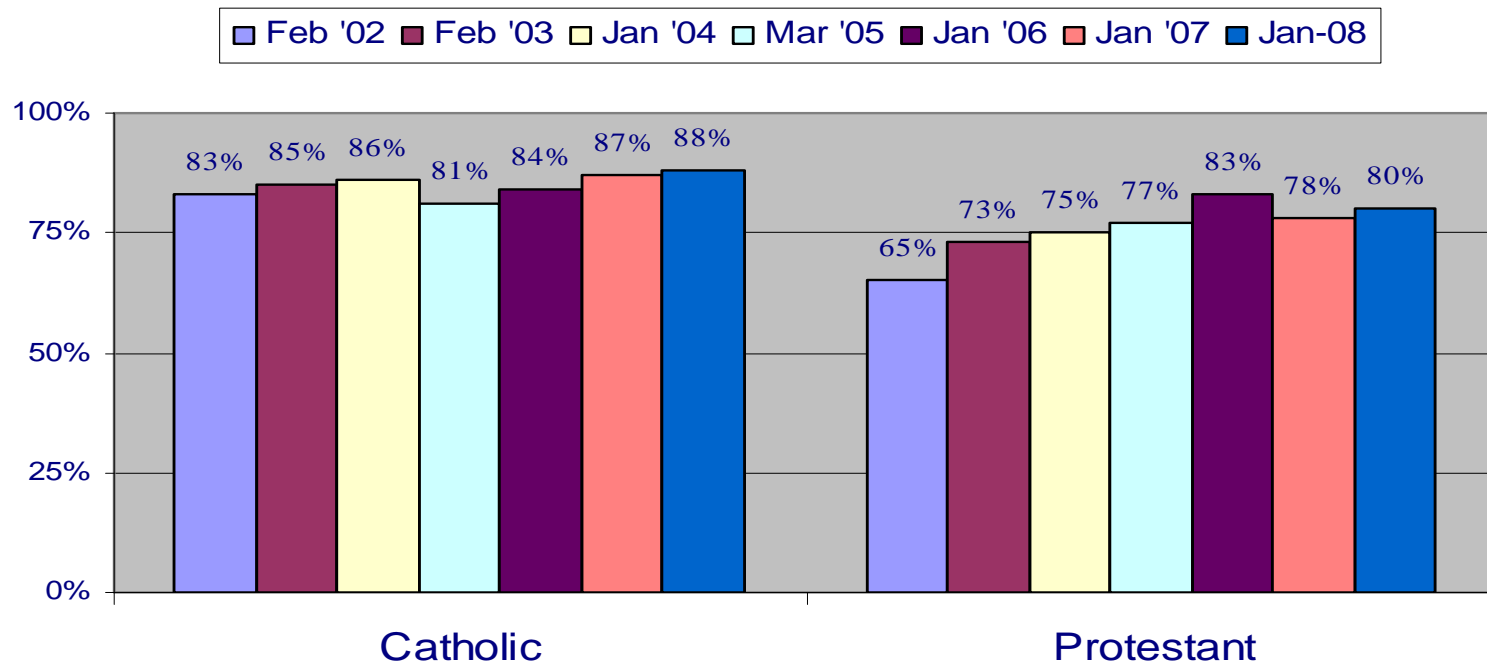


## Confidence in the impartiality of the Police Ombudsman's Investigations, February 2002 - January 2008

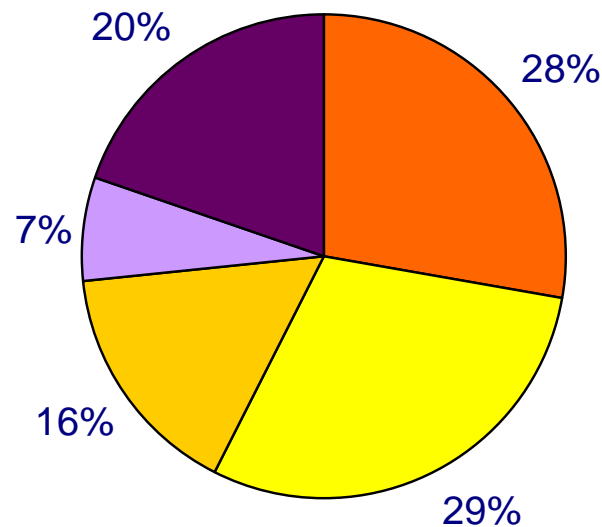




**Proportions of Catholic and Protestant respondents thinking that the Police Ombudsman would help the police do a good job, February 2002 - January 2008**

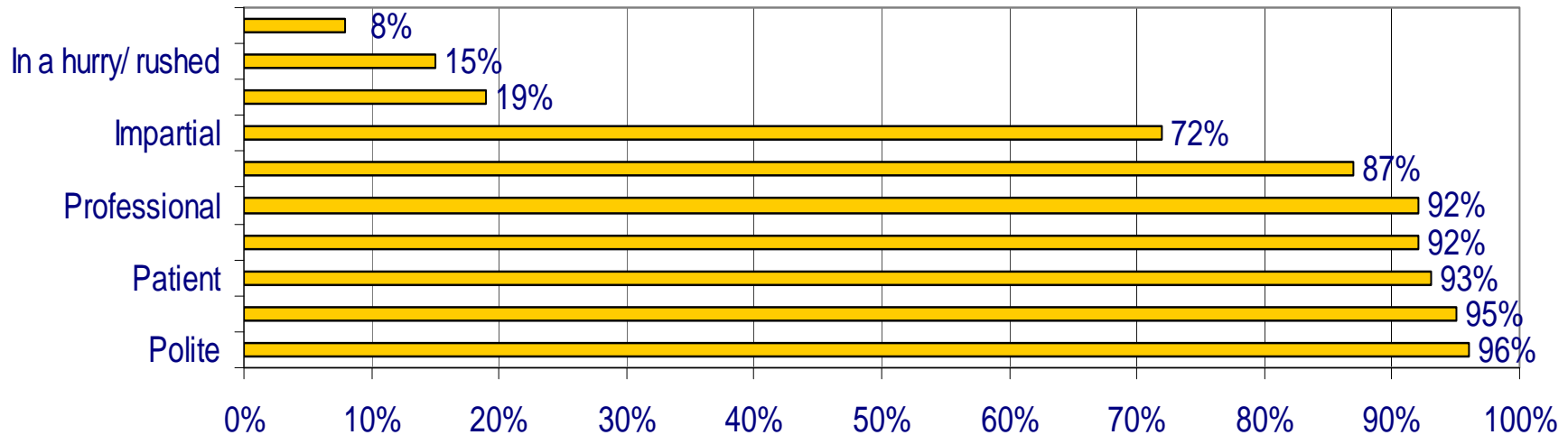


**Overall, taking everything into account, how satisfied or dissatisfied were you with the services you received? 2007/08**

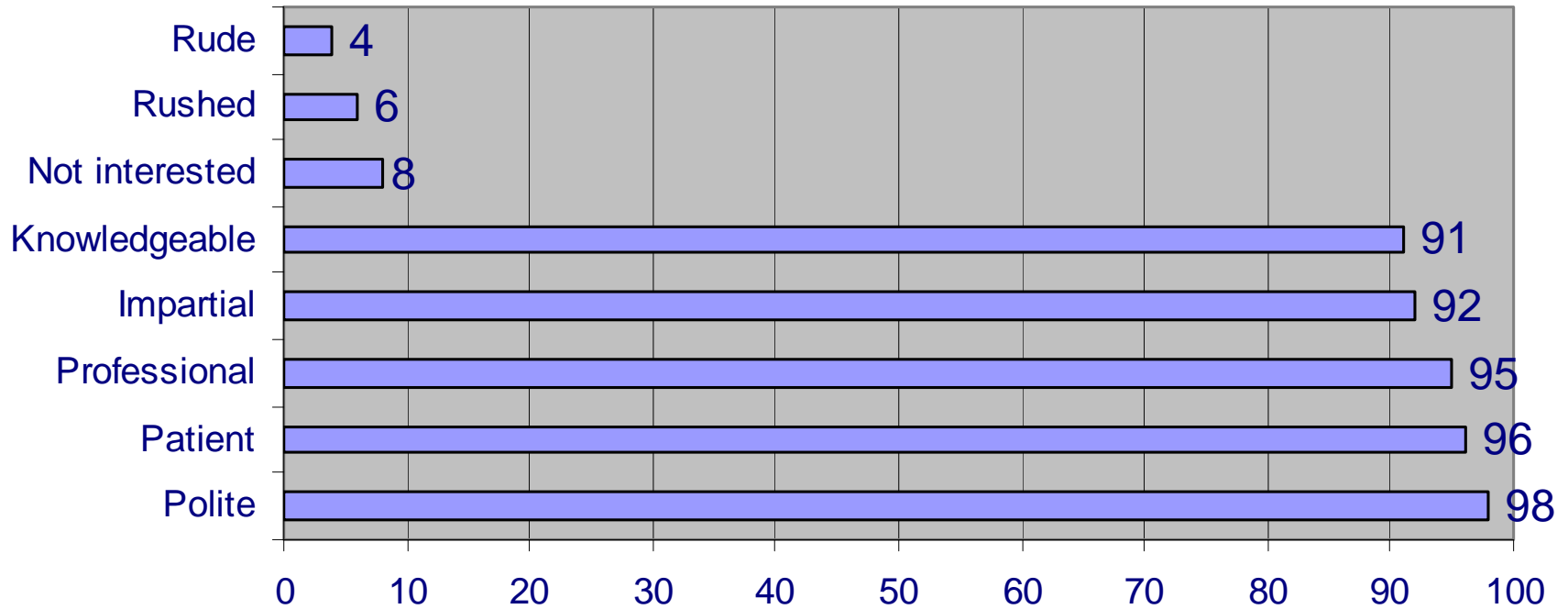


**Very satisfied**    **Satisfied**    **Neither satisfied nor dissatisfied**    **Dissatisfied**    **Very dissatisfied**

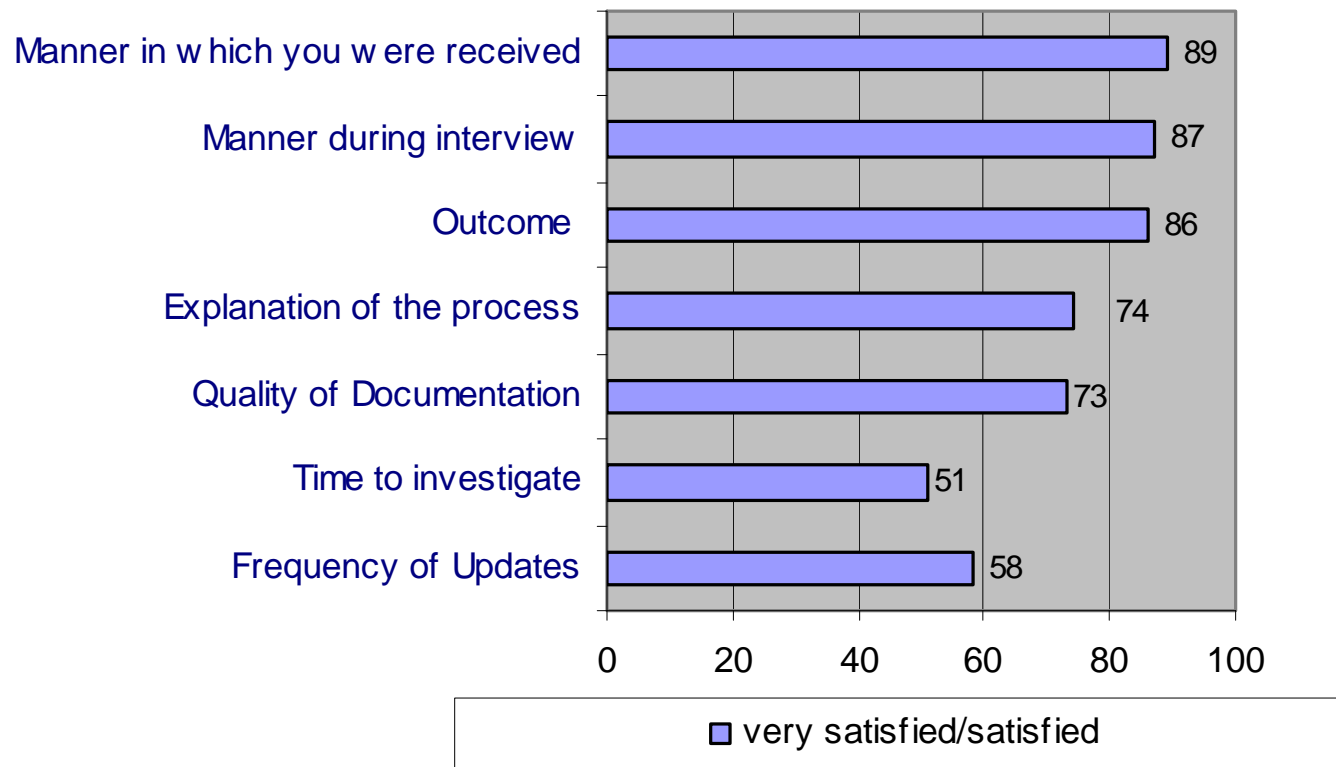
## How did the staff seem to you ? 2007/08



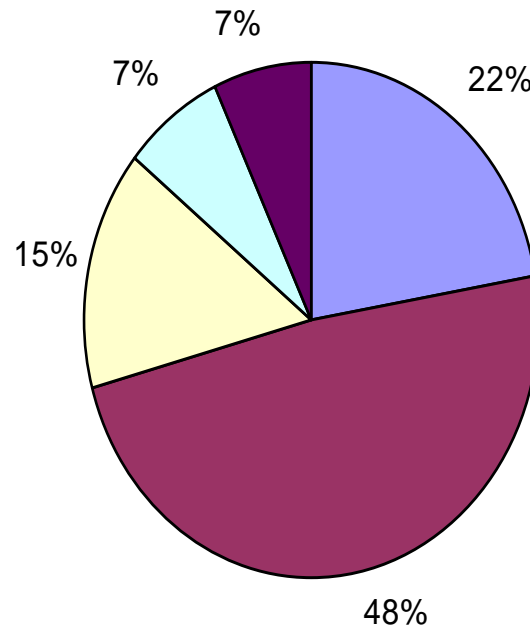
## Police Officer Satisfaction with Police Ombudsman Investigating Staff



## Police officer satisfaction with investigation process



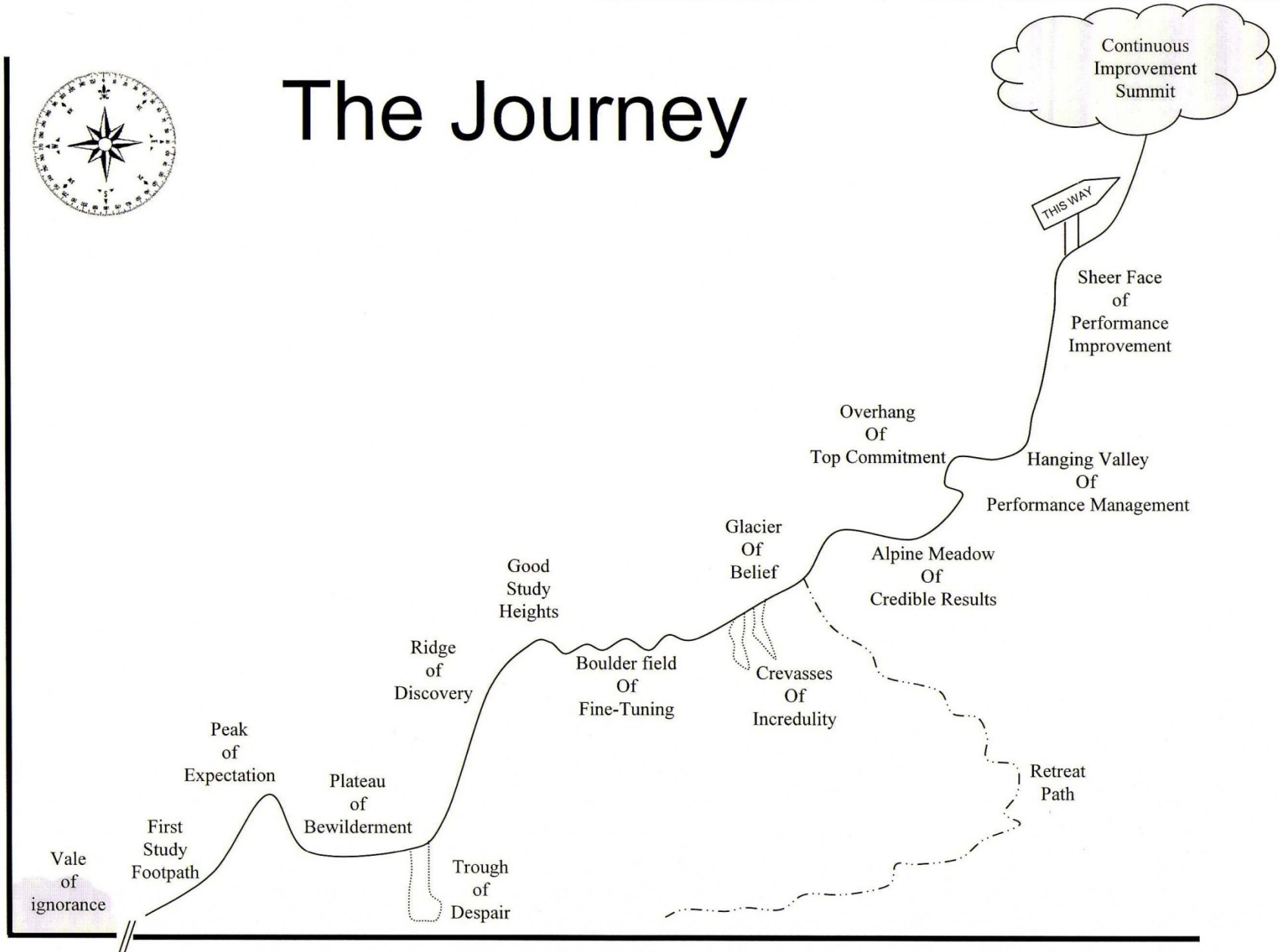
**Taking everything into account how satisfied or dissatisfied were you with the overall service you received.**



 very satisfied   satisfied   neither satisfied nor dissatisfied   dissatisfied   very dissatisfied



# The Journey



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# THANK YOU

- Al Hutchinson

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