

Prisons &
Probation

Ombudsman
Independent Investigations

PPO Stakeholder Feedback 2016-17

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Probation

Ombudsman
Independent Investigations

OGL

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Foreword



Receiving feedback from stakeholders is very important to the continuous improvement of my office and to understanding whether we are meeting the goals and objectives we set for ourselves each year. For this reason the Prisons and Probation Ombudsman (PPO) runs four surveys across our two main business areas: complaints investigations and investigations into deaths in custody. The surveys allow those involved with investigations to give their opinions on the investigation process and our work. I am grateful for their feedback.

Our survey results show our work receives generally high satisfaction levels across the business areas. A particular strength across the office is the clarity and quality of our investigation reports. Nearly all stakeholders involved in fatal incident investigations, and a majority of those whose complaints we upheld, said we addressed relevant issues and produced a clear report. Both complainants and those involved in fatal incident investigations also cite the PPO's respectfulness and professionalism as particular strengths.

This feedback has allowed me to identify actions my office can take to improve our service across our business areas. In particular, this report identifies actions that will help maintain our communication with stakeholders as we move to a more flexible working environment, as well as helping to improve timeliness and manage expectations. Implementing these actions will enable us to meet our objectives, and improve the way we carry out independent investigations to make custody and community supervision safer and fairer.

A handwritten signature in black ink that reads "Elizabeth Moody". The signature is written in a cursive style.

Elizabeth Moody
Acting Prisons and Probation Ombudsman

Introduction

This report summarises the findings of all four of the PPO's stakeholder feedback surveys: the general stakeholder survey, the fatal incidents (FI) post-investigation survey, the complainants' survey, and the bereaved families' survey. These surveys collect opinions about and experiences with PPO investigations or Learning Lessons publications in the past financial year. However, our bereaved families survey is reported every second year due to the low volume of responses.

The PPO has undertaken stakeholder surveys for a number of years. Previously, the various surveys each captured different data about a different time period. In 2016, the Learning Lessons team modified these surveys to make the content and data collection periods more consistent across stakeholder areas, and to capture more information about the impact of our office. This will improve our ability to systematically and comparatively track our progress against our goals and values going forward. However, because of these changes, our ability to compare this year's figures with last year's results is limited.

All surveys cover four key areas: they ask questions about communication with stakeholders, timeliness of investigations, quality of investigations, and the impact of the PPO. All surveys, in addition to collecting opinions about past performance, also collect suggestions about how we can improve our services going forward.

Terminology

While the majority of death in custody and complaint investigations the PPO undertakes are for prisoners, we also investigate incidents concerning immigration removal centre residents, approved premises residents, and young people in detention. As such, our surveys also capture feedback relating to these services in remit. Because of this, the report adopts a 'catch-all' terminology, referring to 'detainees' rather than prisoners or residents, and 'establishments' rather than prisons, approved premises or removal centres.

Methods and responses

Methods

Each of our four surveys has a different sampling method, though the surveys have common questions on communication, timeliness, quality and impact across our service areas. Because of these similarities, it is possible to analyse them in concert. However, it is worth briefly outlining the relevant respondents and different sampling methods and response rates, to make it easier to understand the context of the data.

Given the nature of the data collected, the small number of observations for most of the survey, and the need for consistency across surveys, the analysis here is based on unweighted descriptive statistics, and supplemented with verbatim free text responses. For three surveys – the general stakeholder survey, the FI survey, and the bereaved families' survey – responses are aggregated rather than presented cross-sectionally. This is not the case for the complainants' survey, which is disaggregated based on the complaint outcome. In most surveys, there is little substantive difference between groups of people – for example, governors are not more or less likely to be satisfied with the PPO than are liaison officers. This is not the case with our complaints where satisfaction is closely tied with whether or not we upheld a complaint. For this reason, we separate these groups and report individual proportions.

General stakeholder survey

The general stakeholder survey is conducted online annually. The PPO sends a link to the survey to everyone on our subscriptions list, and it is also made available on the PPO website and open to anyone who might want to respond. The survey is most relevant to those who had contact with our office over the past year – whether through an investigation (either a fatal incident investigation or a complaint investigation) or by engaging with our Learning Lessons publications. The survey does ask about the role of the respondent – whether prison staff, those from the healthcare sector, those from the Independent Monitoring Board (IMB), or other – though all respondent roles are aggregated for this report.

Fatal incident post investigation survey

We send the fatal incident post investigation survey (FI survey) to establishment governors, heads of healthcare, and liaison officers at the close of a death in custody investigation. It also collects responses from coroners, though coroners are surveyed once per year about their total involvement throughout the year, rather than surveyed about particular investigations. Not all roles are proportionately represented respondents to this survey are primarily liaison officers and establishment governors and, to a lesser extent, healthcare leads. Coroners have the smallest number of responses in this survey and we are currently considering ways to better target this group. As with the general stakeholder survey, the responses for all roles are aggregated for this report.

The data collection period for this survey corresponds to the PPO's financial year, which runs from 1 April to 30 March inclusive. The responses for this survey represent death in custody investigations that were completed in the 2016-17 financial year.

Bereaved families' survey

Families of those whose death was non-natural are automatically assigned a PPO Family Liaison Officer (FLO). For other categories of deaths in custody, there is an opt-in approach in which we send the family a letter explaining the investigation process and asking them to contact us if they would like to be kept informed and receive support throughout the investigation process.

Following the completion of the investigation, we send surveys with prepaid envelopes to families who had FLO contact, along with the final investigation report. Families have the option of completing the survey online or on hard copy. The data collection period for this survey, like for the FI survey, corresponds to the PPO's financial year, but includes two years of data rather than one.

Complainants' survey

The PPO sends hardcopy surveys to a random sample of complainants following the outcome of their complaint. We generate a random sample of complainants on a monthly basis from a pool of complaint investigations that were closed the previous month. The core sample includes 60 complaints, including 20 ineligible complaints, 20 eligible cases where the complaint was upheld (including where it was partially upheld), and 20 eligible cases where the complaint was not upheld. The PPO also undertakes some 'booster' sampling that would allow us to drill down into particular complaint outcomes, but only the core sample is included in this report.

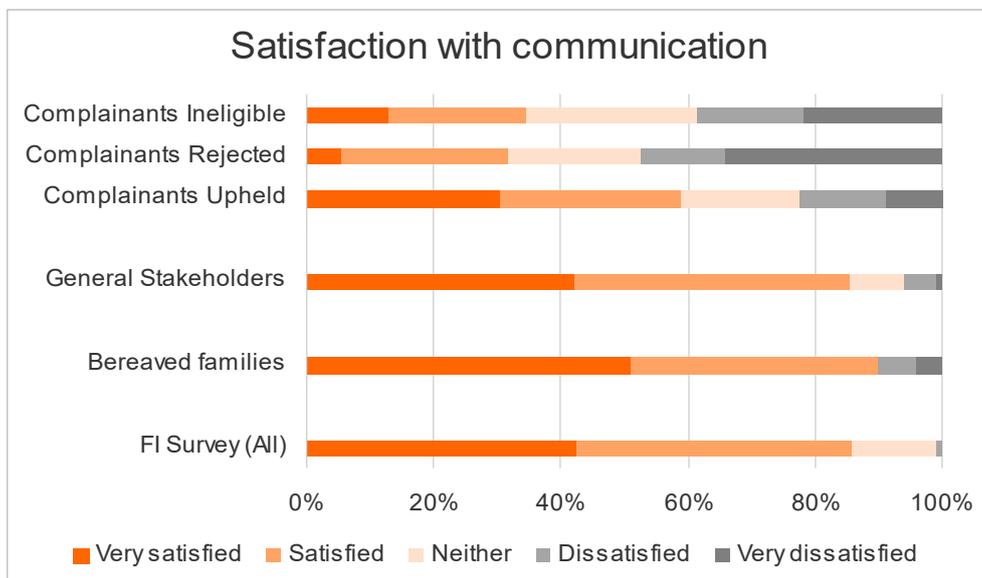
The responses included in this survey represent responses collected from the 2016/17 financial year for associated cases closed from February 2016 to January 2017 inclusive.

Communication

The PPO strives to keep stakeholders appropriately informed throughout the investigation process to ensure they are aware of the stage of the investigation, or whether the investigation was delayed or suspended (for example, to allow for a police investigation).

86% of both FI survey respondents and bereaved families were either satisfied or very satisfied with communication from the investigator and/or FLO. A similar proportion of general stakeholders were satisfied or very satisfied with our communication (85%).

This figure drops for complainants. For those whose cases were upheld, 59% were satisfied with communication. For those whose cases were ineligible for investigation, 35% were satisfied with communication, and for those whose complaints were not upheld, only 32% were satisfied with the level of communication they received.



The free text responses to this question confirmed most stakeholders were happy with communication from the PPO, noting that they were kept appropriately updated about the progress of the investigation, and frequently praising the professionalism and approachability of investigators and FLOs.

The Family Liaison Officer...was excellent, he was very professional. I felt he listened to our concerns and acted appropriately. He helped both sensitively and compassionately. (Family member, bereaved families survey)

Some stakeholders did, however, offer helpful suggestions for improvements the PPO could make in this area. For example, and in line with previous findings, healthcare staff note that the PPO is very good at communicating with the establishment in general, but communication with healthcare at the establishment is often indirect and facilitated by our main contact points from the investigation. They tend to get information about a fatal incident investigation or the report through establishment staff (usually by way of the governor or liaison officer).

To be fair, I think the PPO probably effectively communicates with the prison, but then we (health) often get late requests to sort out witnesses etc. at short notice, I think because the prison does not always pass on the message effectively or because, as the investigation unfolds, you decide you want to see staff that were not identified initially. (Establishment healthcare lead, FI survey)

In a fatal incident investigation, we usually rely on a liaison officer from the prison to organise interviews and document requests, and on the governor to disseminate the report and any action plan resulting from recommendations. This is for a number of reasons: to ensure that communication is clear and not duplicated, to ensure that any response to our recommendations is coordinated and robust, because the governor is ultimately accountable for healthcare in the prison, or simply because we do not have contact details for healthcare staff.

For these strategic and organisational reasons, we are reluctant to materially alter our procedure, in case these changes create confusion in the process or dilute the impact of our recommendations. However, we are sympathetic to the additional pressure a fatal incident investigation can create on already stretched resources. We will continue to ensure that liaison officers are fully briefed about the responsibilities of their role, and that interview lists are issued in good time. At the same time, we encourage healthcare leads to communicate with the establishment head and appointed liaison officer at the start of an investigation, so these key contacts are aware of healthcare staff's requirements and expectations in the course of an investigation.

Over the 2016-17 year, the PPO's caseload increased across both sides of the office. For this reason the PPO occasionally employed contract investigators referred to as 'call-offs', or fee-paid investigators, who do not work in the office.

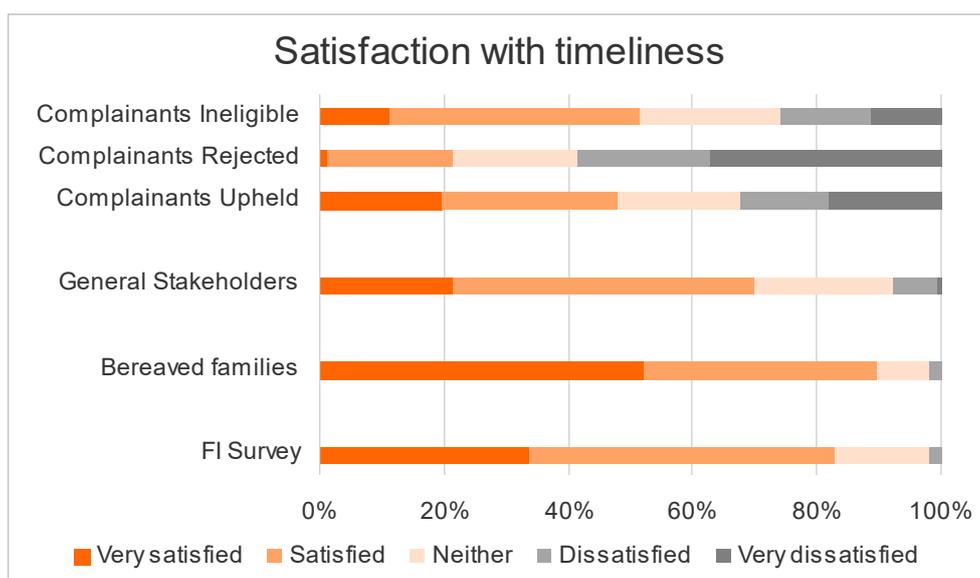
Communication is extremely problematic with those PPO investigators who are "call offs". Often they do not have secure email and are difficult to reach by telephone. (Clinical reviewer, general stakeholder survey)

Fee-paid investigators were important for dealing with demand and maintaining the timeliness of our investigations. We do not currently have the demand to warrant using these investigators. However, if we do in the future, we do not want communication

with stakeholders to suffer as a result. As such, we will ensure that any fee-paid investigators clarify their working pattern and any contact details with stakeholders at the outset of an investigation, and ensure that there is an alternate contact in place if they cannot be reached.

Timeliness

Of those who responded to the FI survey, 83% were satisfied with the time it took to complete the investigation. This figure is slightly higher for bereaved families, of whom 90% were satisfied with timeliness. These figures drop slightly for stakeholders more generally – 70% either satisfied or very satisfied – and drop further still for complainants. Of those whose complaint was upheld 48% are satisfied with timeliness, for those whose complaint was ineligible, 52% were satisfied with timeliness, and for those whose complaint was not upheld, 21% were satisfied.



During the 2016-17 financial year, our fatal incidents team delivered 100% of initial investigation reports in time,¹ despite a 19% increase in deaths in 2016/17 on 2015/16. The quality of work this team produces, in concert with our delivery of 100% of initial reports on time in 2016-17, saw our FI team win a national civil service award for customer service. We are proud of this acknowledgement of the efforts of our investigative team and administrative staff. However, while timeliness of *draft* reports is excellent, we still need to improve the timeliness of *final* reports (87% delivered on time in 2016-17). The comment below highlights why this is important. We have, though, to acknowledge that without increases in resource to match demand, decisions on priorities have to be made, hence the discrepancy.

¹ For fatal incident investigations, we aim to complete the initial report for natural-causes investigation in 20 weeks, and all other investigations in 26 weeks.

The only issue, and it is not really an issue is that the inquest was resolved...after only an initial report. Now, some time after, I have been asked to communicate with the family regarding the late issue of the final report. My concern is that the widow is quite vulnerable and it may reopen wounds that she has managed to deal with. (Liaison officer, FI survey)

Every year, the PPO undertakes thousands of complaint investigations – in 2016-17, the PPO received 5010 complaints (of which 2568 were accepted for investigation), completed investigations for 2313 eligible complaints, and upheld 886. In the face of a rising number of complaints, and in order to maintain the quality and overall impact of our investigations, we sometimes fall short of our timeliness goals. We understand this can be frustrating for complainants. We also recognise that delays in beginning an investigation can have knock-on effects for complaint clerks at the establishments we investigate. For example, it can be difficult for them to gather reliable information in a timely manner some while after the event.

Where investigations have commenced late due to back-logs it has on occasions been difficult to provide answers to questions that rely solely on staff members' recollection of events. (Complaint clerk, general stakeholder survey)

Sometimes information is requested in a short time frame. (Business administrator general stakeholder survey)

An effective complaint system is important for a safety and decency of our prisons. We are sympathetic to frustrations caused by delays and will continue to take measures to improve the timeliness of complaint investigations, while ensuring we do not compromise investigation quality. Some of these measures will address the way the PPO works, ensuring it is smarter and more efficient. Other means will address the complaints system more broadly, attempting to reduce our overall caseload by undertaking research and engagement activities within establishments.

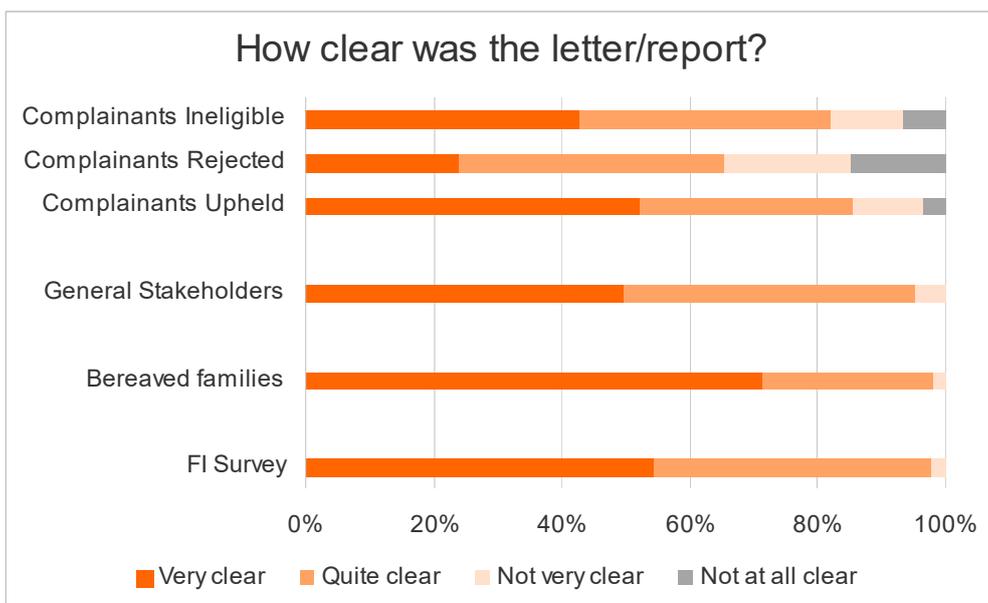
However, our investigations are sometimes held-up by prisons or other establishments in remit. Establishments can help us achieve our timeliness goals by adhering to deadlines set for requests for information or post-investigation fact-checks, for example.

Quality

The PPO strives to conduct thorough and transparent investigations that address the relevant issues, and deliver a clear report at the close of an investigation. All of our surveys ask about our success in this regard.

Clarity of letters and reports

At the conclusion of an investigation, the Ombudsman issues a report. This report summarises relevant facts and events surrounding the incident – either a death in custody or a complaint initiated by a prisoner – and makes recommendations to remedy any shortcomings we identify. In the case of complaints that are not eligible for investigation, we issue a letter explaining the complaint process and further steps the detainee could take to resolve their complaint.

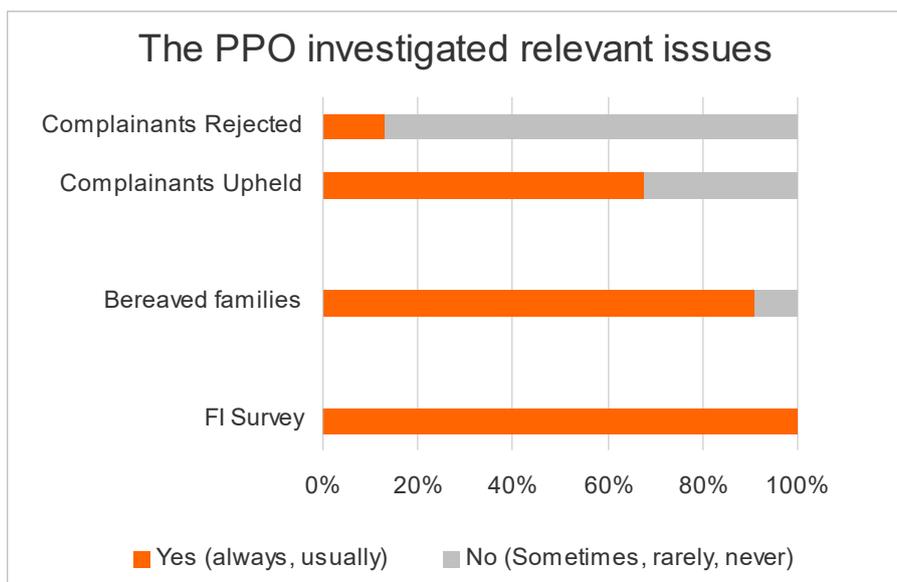


We strive to make these reports clear and make our reasons, and the evidence supporting our reasons, transparent. Broadly speaking, our stakeholders say we achieve this though, as with other survey questions, those whose complaints were not upheld are less positive about this.

Everything was explained to me very well. I understood everything that was said. Thank you. (Family member, bereaved families survey)

*Provided good, clear advice in respect of what I should do i.e. contact IPCC etc.
(Complainant – ineligible, complainants' survey)*

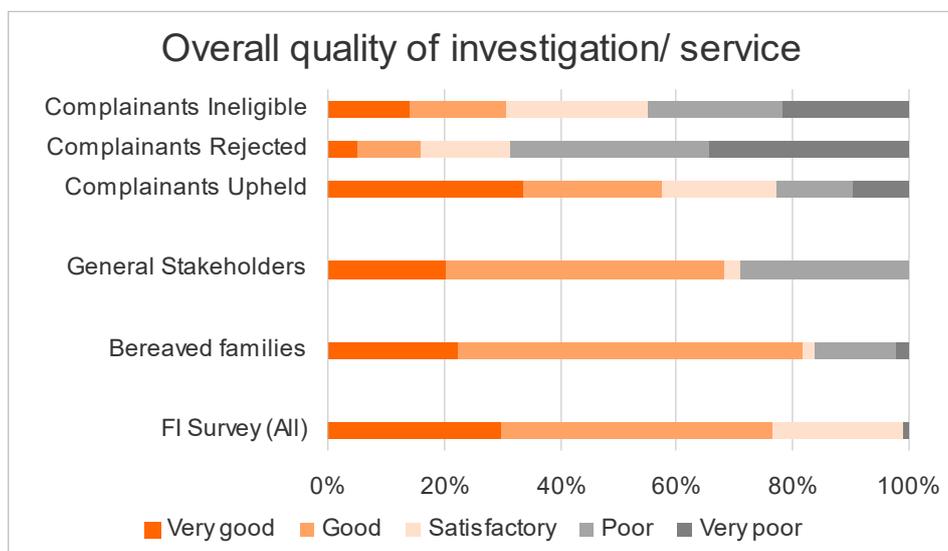
For the most part, the survey results suggest we achieve our goals with respect to clarity of reports – where free text comments reference clarity, they are positive. Over the past year, the PPO has made efforts to ensure reports are clearer and more concise. This includes mandatory plain English training for all staff and along with quality assurance processes. In addition, we recently conducted a review on the content and format of our FI investigation reports, which resulted in more concise reports with standardised sections and order. While it is difficult to determine whether these results indicate an improvement, given the recent changes to the survey methodology mentioned earlier, the general positivity of the responses broadly suggest our efforts are succeeding in this area, and this report recommends we continue on this path.



All FI stakeholders reported that the investigation covered the relevant issues. With respect to bereaved families, 91% said the investigations addressed their questions. Of those whose complaints were upheld or partially upheld, 68% report that we investigated all relevant issues. For those whose complaints were not upheld, 13% said we investigated the right issues.

We also ask all our stakeholders what they thought about the overall quality of the investigation (or the overall quality of the service, in the case of ineligible complaints). Of our FI survey respondents 76% say the quality of the investigation was good or very good. This figure rises to 82% for bereaved families. 68% of respondents to our general stakeholder survey report the investigation in which they were involved was good or very good. For complainants, again those whose complaints were upheld rate us highest, with 58% saying the overall quality was good or very good. Of those

whose complaints were ineligible, 31% say the service was good or very good. This figure falls to 16% for those whose complaints were not upheld.



Free text comments for the FI stakeholder survey were broadly positive, saying the PPO had a proportionate approach to complex issues, and dealt with any failings fairly.

The report had to deal with some complex issues... [which were] carefully considered and a fair conclusion drawn. The areas where there were failings were dealt with proportionately and clearly. (Establishment head, FI survey)

We have noted elsewhere in this report that, with respect to complainants, satisfaction with the service provided is tied closely to the outcome of the complaint. This is no different for measures of quality. However, outcome is not wholly determinative of a person’s opinion – even when we did not uphold their complaint, 13% of complainants nonetheless acknowledge the quality of the investigation. Further, in the cases where we do uphold complaints, our thoroughness and dedication to the quality of the report are acknowledged by complainants.

Remained patient & dedicated, when some crucial evidence did not present itself readily to the investigating officer. (Complainant – upheld, complainants’ survey)

Values and impact

In order to help understand the impact of the PPO's work and determine whether the work we do upholds our values, we ask our stakeholders to what extent they agree or disagree with a series of statements that correspond with our values: to what extent we are impartial, respectful, inclusive, dedicated, fair, influential, professional, accessible and independent. For this section, we combine those who strongly agreed or agreed and report their responses as one. For a full distribution of values across these questions, please see the appendix.

Complainants

As with most of the results, complainants who have seen their complaint investigated but not upheld are the least positive about the PPO. In particular, few people in this group agree that we are inclusive (18%), fair (22%), or independent (15%). However, a majority of this group nonetheless agrees we are respectful (56%) and accessible (58%), underscoring the satisfaction with communication we saw in the previous section.

Those whose complaints were ineligible tend to be more positive than those whose complaints were upheld. They, too, are likely to agree we are respectful (67%), and accessible (61%) and are also positive about our professionalism (58%). For this group of respondents, the lowest ratings relate to our perceived independence (37%) and influence (38%).

Those who had their complaints upheld tend to respond similarly to other stakeholders. This group, too, is positive about the respect they are shown by the PPO (84%), our professionalism (80%) and our accessibility (79%). Our lowest scores here come from our perceived independence (65%) and inclusivity (66%).

Fatal incidents

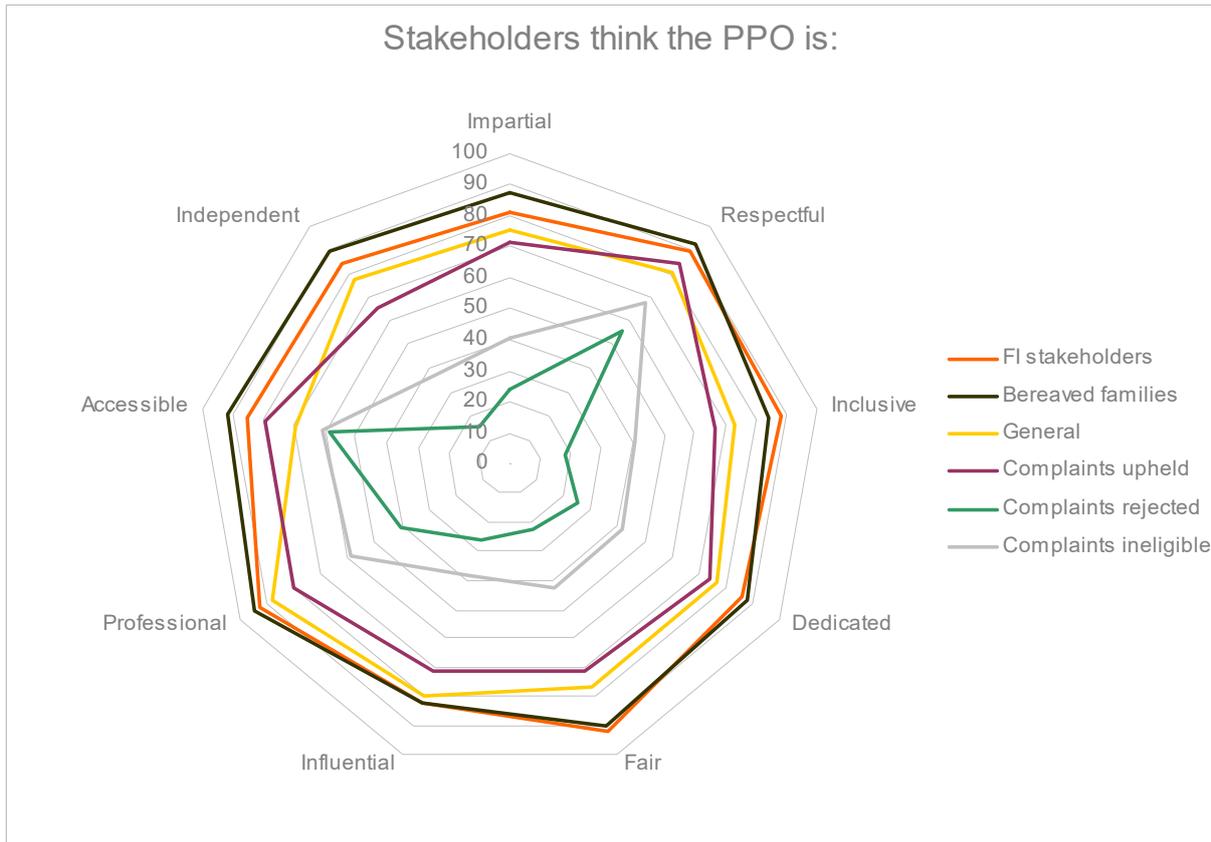
Overall, respondents to the FI stakeholder survey rate us positively – consistently more than 80% of this stakeholder group agree we uphold each of the nine values. In particular, FI stakeholders say we are fair (91%) and professional (92%). While scores are high we note the relatively lower scores in respect of our perceived impartiality (80%) and our influence (81% believe we are influential).

Bereaved families

Bereaved families are similarly positive about the PPO's values. Families are most positive about our professionalism, with 94% of respondents agreeing we display this value. They are also positive about our respectfulness (92%) and our accessibility (91%). Areas where we could improve most in the opinion of bereaved families are with respect to our level of influence (82% say we are influential) and inclusivity (83% say we are inclusive).

General stakeholders

Those who responded to our stakeholder survey are most positive about our professionalism (87%) and our respectfulness (80%). This broad range of stakeholders considers we could most improve our inclusivity (73% say we are inclusive) and our impartiality (75%).



Overall, the PPO scores high on our respectfulness, accessibility and professionalism. Areas identified for further improvement are our inclusivity and how influential we are. These sentiments are broadly reflected in the free text comments, with liaison officers being particularly positive about their relationship with the PPO.

Complainants with ineligible cases and those whose complaints were not upheld are particularly negative about the PPO's perceived level of independence. The Prisons and Courts Bill would have made a substantive difference to the actual and visible independence of the Prisons and Probation Ombudsman by placing the office on a statutory footing. We were, therefore, very disappointed that these provisions were not re-introduced after the Election.

We hope this will be remedied in due course and will continue to advocate for this. In the meantime we are working with the Ministry of Justice to develop a framework agreement which will set out formally our independent role and responsibilities and the corresponding responsibilities towards us of the MoJ and the services in remit.

Under the circumstances this is a hard role, dealing with grief, upset and the unknown. I feel that the PPO valued our staff and showed respect and was professional at all times. (Liaison officer, FI survey)

I have dealt with more than one PPO [investigator] and I have found everyone to be helpful, polite and a pleasure to work with. (Liaison officer, FI survey)

Respondents to our bereaved families' survey are similarly positive about the impact of the PPO and our level of professionalism.

Offered me support, listened to me cry, was a person I could lean on. Was very helpful and explained everything. A true professional. (Family member, bereaved families' survey)

Establishment heads are broadly receptive to the recommendations we make, are positive about their impact, and report enacting these recommendations to better manage the needs of prisoners.

Overall, we are satisfied with the report and feel it fairly reflects the events as they occurred. The learning does not come as a surprise and has been useful in prompting our local development and wider considerations about how we manage prisoners with complex end of life needs. (Establishment Head, FI survey)

With respect to our engagement with stakeholders more broadly, outside our core investigation work, stakeholders commented they think we are more outward-facing. They are positive about the impact this has, and the implications for dissemination learning from our findings.

...my impression is that PPO is much more outward reaching and more concerned to make its findings available than it was when I joined IMB 8 years ago. (IMB Member, general stakeholder survey)

Improving our work

At the end of each survey, we ask our stakeholders what we are doing well, and also what we can do to improve our work. This section identifies some suggestions and themes from these questions to summarise some key steps that PPO can take to improve the way we work, and the overall service we provide.

Communication with detainees

Complainants often express disappointment they were unable to discuss their case over the telephone with the investigator. Often, comments we receive in this regard assume we speak to the establishment to ask their view, but not to the complainant. This is not the case. While we will contact the establishment if we need to obtain relevant paperwork (for example, a property card), it is not investigatory practice to ask the establishment's perspective on a complaint. Rather, we rely on any evidence submitted by the complainant, and any additional documentation we might have needed to request from the prison.

[The PPO] has limits and it could be better at pointing these out, so as to manage expectations. (Complainant – case upheld)

Often, if we have the relevant evidence required to determine the facts of a complaint, we will not need further evidence from the detainee. In past years, we have amended our introductory letters to make it clear to complainants that it may not be necessary to contact them in the course of an investigation. This should help to manage expectations.

Making repeat recommendations

With respect to fatal incident investigations, the PPO often makes repeat recommendations to establishments where we find similar failings that were not remedied since the previous death in custody investigation. Where we find this is the case, we will usually note this is a repeat recommendation. However, because investigations can span a fairly long period of time, it can happen that a recommendation in a draft report which has not yet been finalised is recorded in our database, and considered a repeat recommendation where we find similar circumstances in another case. Such is the case with the stakeholder below.

We have received investigation reports for deaths in custody (natural causes) with recommendations which have arrived after, very sadly a further natural cause death, and the establishment has been criticised for a repeat recommendation when the first recommendation has not yet been seen [by operational staff]. (Establishment head, FI survey)

This is a fair point – it is not reasonable for us to expect a recommendation to be followed before it has been accepted and the establishment has had time to implement it. We will endeavour to ensure this is the case when we make recommendations in our reports in future.

Highlighting good practice

Nearly every stakeholder survey the PPO has published for the past several years, save for the complainants' survey, included a suggestion that we highlight good practice in addition to institutional failings. This year is no different.

Whilst there was an obvious focus on areas that were not as good as they could have been, there was no recognition of areas where staff dealt with the situation well or where we can take positive learning from. (Establishment Head)

Although the identification of good practice is not our core function (which is, largely, the investigation of actual or alleged failure) over the past year, we have taken steps to highlighting good practice in our work. Our learning lessons seminars specifically featured good practice suggestions, allowing establishments to learn from shared positive experiences and interesting ideas. We also featured a good practice section in our recent thematic review on Older Prisoners. Circumstances that lead to investigation do not necessarily give us an opportunity to identify best practices. However, we understand the desire that we do more to draw attention to good practice within individual investigations, and within our learning lessons publications where appropriate. The PPO will endeavour to further highlight good practice, where we find it.

Conclusion and summary

Feedback from our surveys shows that we are making a positive difference in the lives of our varied stakeholders, and ultimately taking steps to make custody a safer and fairer place. However, there is still work we can do to improve. Below is a summary of actions the PPO will plan to take over the next year, in response to stakeholder feedback, in order to ensure our work is continually improving.

Summary of actions

Ensure prison liaison officers understand their responsibilities with respect to coordinating and communicating with healthcare staff and encourage healthcare staff to raise any preferences or concerns with the liaison officer at the outset of an investigation.

Ensure fee paid investigators, if we use them in the future, clarify contact details and working arrangements at the outset of an investigation, and ensure they give an alternative office-based person to contact if they cannot be reached if anything urgent arises.

Seek to improve timeliness of final fatal incident reports, subject to the availability of resources and consideration of competing priorities.

Subject to the availability of resources, continue to take steps to improve the timeliness of complaint investigations by using management information to understand where we could work smarter, and by further understanding the complaint process at the prison level, so we can offer suggestions to improve the process as a whole.

Continue to improve the clarity and concision of investigation reports.

Continue to be more outward-facing, engaging a broad range of stakeholders and sharing learning from our investigations.

Continue to advocate for statutory footing to underscore the independence of the Ombudsman.

Ensure that, before flagging a recommendation as 'repeat', the previous recommendation has had time to be considered by the establishment, and is not based on a report at draft stage.

Appropriately highlight good practices within establishments, where we find it.

Appendix

A: Responses and data

As you can see in table 1 below, the general and FI stakeholder surveys attract approximately 200 responses per year. The bereaved families' survey has a far lower response rate and is only reported on every second year. The complainants' survey attracts a slightly higher number of responses than either the general stakeholder survey or the FI stakeholder survey as the population from which we sample is far greater (the PPO received nearly 4800 complaints in 2016-17, and by comparison started 304 investigations into deaths in custody).

Table 1: Number of responses for each stakeholder survey (raw numbers)

Survey	Total number of responses
General stakeholder survey	193
Fatal Incident post investigation survey	206
Bereaved families' survey (2 waves)	51
Complainants' survey	277
- Upheld complaints	116
- Not upheld complaints	78
- Ineligible complaints	83

B: Cross tabulation of satisfaction questions by survey

For the tables below, proportions are shown for each value. Totals appear in raw numbers. Please note that the totals for particular survey respondents will vary between questions due to differences in the response rate to particular questions – not all questions are relevant to all respondents, or they may choose not to respond.

Table 2: Satisfaction with communication with the PPO, by survey

	FI Survey	Complainants Upheld	Complainants Rejected	Complainants Ineligible	General Stakeholders	Bereaved families
Satisfaction with communication	%	%	%	%	%	%
Very satisfied	42.4	30.4	5.3	12.8	42.2	49.0
Satisfied	43.4	28.6	26.3	21.8	43.1	37.3
Neither	13.1	18.8	21.1	26.9	8.8	0.0
Dissatisfied	1.0	13.4	13.2	16.7	4.9	5.9
Very dissatisfied	0.0	8.9	34.2	21.8	1.0	3.9
Total (N)	198	112	76	78	102	51

Table 3: Satisfaction with timeliness of report or letter, by survey

	FI Survey (All)	Complainants Upheld	Complainants Rejected	Complainants Ineligible	General Stakeholders	Bereaved families
Satisfaction with timeliness	%	%	%	%	%	%
Very satisfied	33.7	19.8	1.3	11.3	21.5	52.1
Satisfied	49.2	27.9	20.0	40.3	48.6	37.5
Neither	15.1	19.8	20.0	22.6	22.0	8.3
Dissatisfied	2.0	14.4	21.3	14.5	7.3	2.1
Very dissatisfied	0.0	18.0	37.3	11.3	0.6	0.0
Total (N)	199	111	75	62	177	48

Table 4: Clarity of letter or report, by survey

	FI Survey	Complainants Upheld	Complainants Rejected	Complainants Ineligible	General Stakeholders	Bereaved families
Clarity of report	%	%	%	%	%	%
Very clear	54.5	52.3	24.0	42.6	49.6	71.4
Quite clear	43.2	33.3	41.3	39.3	45.7	26.5
Not very clear	2.3	10.8	20.0	11.5	4.7	2.0
Not at all clear	0.0	3.6	14.7	6.6	0.0	0.0
Total (N)	88	111	75	61	127	49

Table 5: The PPO investigated or addressed relevant issues, by survey

	FI Survey	Complainants Upheld	Complainants Rejected	Complainants Ineligible	General Stakeholders	Bereaved families
Relevant issues addressed	%	%	%	%	%	%
Yes (always, usually)	100.0	68.0	13.0	nil	nil	90.9
No (sometimes, rarely, never)	0.0	32.0	87.0	nil	nil	9.1
Total (N)	91	100	69	nil	nil	44

Table 6: Overall quality of investigation or service, by survey

	FI Survey	Complainants Upheld	Complainants Rejected	Complainants Ineligible	General Stakeholders	Bereaved families
Overall quality	%	%	%	%	%	%
Very good	29.8	33.6	5.3	14.1	20.5	22.4
Good	46.8	23.9	10.5	16.7	47.6	59.2
Satisfactory	22.3	19.5	15.8	24.4	3.0	2.0
Poor	0.0	13.3	34.2	23.1	28.9	14.3
Very poor	1.1	9.7	34.2	21.8	0.0	2.0
Total (N)	94.0	113.0	76	78	166	49

Table 7: Agreement with the statement ‘the PPO is impartial’, by survey

	FI Survey	Complainants Upheld	Complainants Rejected	Complainants Ineligible	General Stakeholders	Bereaved families
The PPO is impartial	%	%	%	%	%	%
Strongly agree	36.6	34.6	11.3	16.2	30.9	23.9
Agree	43.8	36.4	12.5	24.3	44.0	63.0
Neither	15.5	14.0	11.3	24.3	19.9	6.5
Disagree	4.6	6.5	28.8	17.6	3.7	2.2
Strongly disagree	0.0	8.4	36.3	17.6	1.6	4.3
Total (N)	194	107	80	74	191	46

Table 8: Agreement with the statement ‘the PPO is respectful’, by survey

	FI Survey	Complainants Upheld	Complainants Rejected	Complainants Ineligible	General Stakeholders	Bereaved families
The PPO is respectful	%	%	%	%	%	%
Strongly agree	42.3	37.0	11.1	25.7	34.6	65.4
Agree	46.9	47.2	44.4	41.9	45.5	26.9
Neither	8.7	10.2	19.4	20.3	16.8	7.7
Disagree	2.0	3.7	12.5	5.4	2.6	0.0
Strongly disagree	0.0	1.9	12.5	6.8	0.5	0.0
Total (N)	196	108	72	74	191	26

Table 9: Agreement with the statement ‘the PPO is inclusive’, by survey

	FI Survey	Complainants Upheld	Complainants Rejected	Complainants Ineligible	General Stakeholders	Bereaved families
The PPO is inclusive	%	%	%	%	%	%
Strongly agree	33.0	34.6	4.1	16.2	24.1	41.7
Agree	54.6	31.8	13.5	24.3	48.7	41.7
Neither	11.3	14.0	12.2	24.3	24.6	12.5
Disagree	1.0	6.5	31.1	17.6	2.6	4.2
Strongly disagree	0.0	8.4	27.9	17.6	0.0	0.0
Total (N)	194	107	74	74	191	24

Table 10: Agreement with the statement ‘the PPO is dedicated’, by survey

	FI Survey (All)	Complainants Upheld	Complainants Rejected	Complainants Ineligible	General Stakeholders	Bereaved families
The PPO is dedicated	%	%	%	%	%	%
Strongly agree	37.9	33.3	8.3	19.4	28.3	47.8
Agree	47.2	39.8	16.7	22.2	48.2	39.1
Neither	14.4	15.7	31.9	23.6	22.5	4.3
Disagree	0.5	6.5	20.8	23.6	1.0	4.3
Strongly disagree	0.0	4.6	22.2	11.1	0.0	4.3
Total (N)	195	108	72	72	191	23

Table 11: Agreement with the statement ‘the PPO is fair’, by survey

	FI Survey	Complainants Upheld	Complainants Rejected	Complainants Ineligible	General Stakeholders	Bereaved families
The PPO is fair	%	%	%	%	%	%
Strongly agree	37.9	36.7	2.8	15.5	30.9	28.3
Agree	53.3	33.9	19.4	26.8	45.5	60.9
Neither	6.2	17.4	23.6	29.6	20.4	6.5
Disagree	2.6	6.4	26.4	18.3	2.6	4.3
Strongly disagree	0.0	5.5	27.8	9.9	0.5	0.0
Total (N)	195	109	72	71	191	46

Table 12: Agreement with the statement ‘the PPO is influential’, by survey

	FI Survey	Complainants Upheld	Complainants Rejected	Complainants Ineligible	General Stakeholders	Bereaved families
The PPO is influential	%	%	%	%	%	%
Strongly agree	27.5	35.2	12.5	16.2	25.1	18.2
Agree	54.4	36.1	13.9	21.6	53.9	63.6
Neither	17.6	10.2	22.2	29.7	18.8	9.1
Disagree	0.5	10.2	11.1	17.6	1.6	9.1
Strongly disagree	0.0	8.3	40.3	14.9	0.5	0.0
Total (N)	193	108	72	74	191	44

Table 13: Agreement with the statement ‘the PPO is professional’, by survey

	FI Survey	Complainants Upheld	Complainants Rejected	Complainants Ineligible	General Stakeholders	Bereaved families
The PPO is professional	%	%	%	%	%	%
Strongly agree	44.4	43.5	10.8	26.4	35.6	31.9
Agree	47.4	36.1	29.7	31.9	51.3	61.7
Neither	6.6	14.8	25.7	20.8	11.5	4.3
Disagree	1.5	3.7	12.2	6.9	1.0	2.1
Strongly disagree	0.0	1.9	21.6	13.9	0.5	0.0
Total (N)	196	108	74	72	191	47

Table 14: Agreement with the statement ‘the PPO is accessible’, by survey

	FI Survey	Complainants Upheld	Complainants Rejected	Complainants Ineligible	General Stakeholders	Bereaved families
The PPO is accessible	%	%	%	%	%	%
Strongly agree	31.1	34.9	18.1	25.7	22.0	33.3
Agree	53.6	44.3	40.3	35.1	47.6	57.8
Neither	14.8	13.2	12.5	20.3	24.1	4.4
Disagree	0.5	3.8	13.9	9.5	5.8	4.4
Strongly disagree	0.0	3.8	15.3	9.5	0.5	0.0
Total (N)	196	106	72	74	191	45

Table 15: Agreement with the statement ‘the PPO is independent’, by survey

	FI Survey	Complainants Upheld	Complainants Rejected	Complainants Ineligible	General Stakeholders	Bereaved families
The PPO is independent	%	%	%	%	%	%
Strongly agree	38.7	33.6	8.3	15.3	35.6	30.4
Agree	44.8	31.8	6.9	21.6	41.9	58.7
Neither	11.9	18.7	20.8	21.6	15.2	4.3
Disagree	4.6	6.5	23.6	18.9	5.2	4.3
Strongly disagree	0.0	9.3	40.3	23.0	2.1	2.2
Total (N)	194	107	72	74	191	46