

Office of the Police Ombudsman for Northern Ireland:

Corporate Business Plan 2007-2008



I am pleased to publish this Corporate Plan outlining the strategic direction of the Office over the next 3 years and the specific business objectives and targets for the year 2007-2008.

As I come to the end of my tenure in this Office I am proud of the way my staff have worked to establish this Police Complaints System, which is unique in the world. My managers and staff have worked resolutely in building a framework that is independent and impartial and attempts to serve the public and the police without fear or favour. I feel sure that a new Police Ombudsman will continue to develop this Office, and that the priorities and targets in this Plan will provide a continuity in the achievement of vision and mission of the Office envisaged by me, and endorsed by my staff over the past 7 years.

Mrs Nuala O'Loan
Police Ombudsman for Northern Ireland

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Vision and Mission

Vision

Excellence in the provision of an independent, impartial police complaints service in which the public and the police have confidence.

Mission

To ensure maximum awareness of the Police Ombudsman complaints service.

To ensure the police complaints service 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.

Goals for the next 3 years to 2010

Goal 1

To adapt the processes of the Office to ensure that the independent, impartial complaints system is capable of responding appropriately in the changing political, administrative and social environment, including the consequence of the establishment of the Northern Ireland Assembly, the devolution of Justice, the Review of Public Administration and the increasing ethnic diversity of Northern Ireland.

During the planning period there will be significant changes in the context within which the police complaints system and the policing service will operate in Northern Ireland. We will work co-operatively with all stakeholders in the community and the Criminal Justice system as devolution of policing and security to the Northern Ireland Assembly moves forward. The accessibility and responsiveness of the Office to a very diverse community and to new public representation forums must be dynamic and of high quality.

The necessary changes in policing structures and operations consequential upon the Review of Public Administration will impact on current working arrangements in the Office, and the next three years will present challenges in terms of adjustments in service delivery. The transfer of primacy in National Security matters from the PSNI to MI5 will also necessitate the achievement of clarity about the roles and responsibility of police officers engaged in National Security work and the processes for accountability arrangements consistent with the Police (Northern Ireland) Act 1998.

Goal 2

To maintain and improve the confidence of members of the public and of police officers in the independence, impartiality and efficiency of the police complaints system, embracing innovation and change in the handling of police complaints and other matters.

The Office currently provides information in varying forms to stakeholders and to the general public. Such information enhances public understanding of the context in which the policing service is delivered in Northern Ireland. A strategic goal of the Office is to continue to build confidence in the impartiality and professionalism of policing of all communities in Northern Ireland. Maintaining an open and transparent system also assists the understanding of the role and functions of the Police Ombudsman.

Over the next 3 years the Office must continue to evolve and develop the complaints handling processes to ensure that the system in Northern Ireland embraces best practice in alternative dispute resolution processes and provides resource efficiencies. There will be a requirement, for example, to facilitate and support the implementation of revised disciplinary processes, relevant to police officers, now coming into place in the UK.

Corporate Governance

Governance

The Police Ombudsman, Nuala O'Loan, was appointed by Her Majesty, as a named person for a fixed term of seven years. The status of this public authority is that of corporation sole. The Police Ombudsman is accountable to Parliament, through the Secretary of State, for the duty placed on her to provide an independent and impartial police complaints system.

Corporate Accountability

The status of the Office of the Police Ombudsman is that of a non-departmental public body administered through the Northern Ireland Office. The Accounting Officer responsibility is delegated from the Permanent Secretary of that Department to Samuel Pollock, Chief Executive, who is accountable to the Police Ombudsman for the effective and efficient control and resourcing of the Office.

Executive Control

A Senior Management Team convenes monthly, or more often if required, and comprises the Police Ombudsman, the Chief Executive, Senior Director of Investigations and four Directors. Directors carry executive responsibility for delegated functions, resources and control of operations and are required to report through the Senior Management Team for the effective and efficient running of the police complaints system and the performance of the staff.

Audit Committee

An Audit Committee with independent members and representatives of the Northern Ireland Office oversees internal audit and internal financial controls. External audit is facilitated through the Northern Ireland Audit Office. The Office is the subject of inspection by the Surveillance Commissioner, the Interception Commissioner and the Criminal Justice Inspectorate, as well as reporting to the Oversight Commissioner on progress and achievement of relevant Patten recommendations.

Annual Report

The corporate governance of the Office is manifested through regular formal reporting on a quarterly basis to the Northern Ireland Office and with a full Annual Report and Statement of Accounts in relation to the performance and funding of the Office made to the Secretary of State and published in Parliament in July each year.



Samuel Pollock
Chief Executive

- Accountable to the Police Ombudsman
- Accounting Officer reporting to the Permanent Secretary
- Adviser to the Police Ombudsman on corporate and executive matters

Executive Management and Functions



Justin Felice
Senior Director of Complaints and Investigations

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



Olwen Laird
Director of Corporate Services

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



John Larkin
Director of Complaints and Investigations

- Management and control of all complaints and investigations
- Supervision of Senior Investigators and Senior Complaints Officer



Tim Gracey
Director of Information

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



Greg Mullan
Director of Policy and Practice

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

Statutory Duties

The Police Ombudsman for Northern Ireland is:

- established by the Police (NI) Act 1998;
- accountable to Parliament through the Secretary of State;
- constituted and operated independently of the Northern Ireland Policing Board (NIPB) and the Chief Constable;
- required to have regard to any guidance given by the Secretary of State;
- an executive non-departmental public body financed by a Grant in Aid from the Northern Ireland Office.

The Police (NI) Act 1998 directs the Police Ombudsman to:

- exercise his powers in such manner and to such extent as appears to him to be best calculated to secure –
 - (a) the efficiency, effectiveness and independence of the police complaints system; and
 - (b) the confidence of the public and of members of the police force in that system;
- observe all requirements as to confidentiality;
- receive complaints and other referred matters and to decide how to deal with them;
- investigate complaints, referred matters and matters called in for investigation by the Police Ombudsman;
- receive and record policy complaints and refer them to the Chief Constable;
- make recommendations to the Director of Public Prosecutions (DPP) for criminal prosecution;
- make recommendations and directions in respect of disciplinary action against police officers;
- notify the Secretary of State, NIPB and Chief Constable of the outcome of certain complaints, referred matters and any investigation which the Police Ombudsman initiates without a complaint;
- report to the Secretary of State annually.

The Police (NI) Act 2000 directs the Police Ombudsman to:

- carry out inquiries as directed by the Secretary of State;
- supply statistical information to the NIPB.

The Police (NI) Act 2003 directs the Police Ombudsman to:

- investigate a current practice or policy of the police if:-
 - the practice or policy comes to his attention under the Act, and
 - he has reason to believe that it would be in the public interest to investigate the practice or policy.

Public Values

Independence and Integrity

The Police Ombudsman operates independently of the Police Service and the NIPB in Northern Ireland and strives to investigate all complaints objectively.

The Police Ombudsman requires her staff to operate with integrity in all their dealings with the public and the police.

Impartiality and Fairness

The Police Ombudsman and her staff handle and investigate complaints impartially, and free of bias or influence.

The Police Ombudsman gives all complainants and police officers an equal opportunity to state their case and considers each complaint fairly and even-handedly.

Openness and Accessibility

The Police Ombudsman is determined that the police complaints system is as open and transparent as possible within the requirements of the law.

The Office is open to the public during normal working hours and there is also a dedicated phone number for complainants. The Office will also respond to referrals of serious matters by the Chief Constable 24 hours a day.

Human Rights and Confidentiality

The Police Ombudsman complies with relevant international principles and standards on policing and human rights.

The Police Ombudsman must not disclose any information in relation to any matter except as provided by the Police (Northern Ireland) Act 1998.

Satisfaction and Accountability

The Police Ombudsman welcomes from members of the public and police officers any complaints, criticisms or comments in relation to the manner in which complaints have been handled.

The Police Ombudsman is accountable to Parliament, to the Secretary of State for Northern Ireland and to the courts. The Police Ombudsman is subject to inspection by the Surveillance Commissioner, the Interception Commissioner and the Criminal Justice Inspector and to audit by the Comptroller and Auditor General.

Objectives, Indicators and Targets 2007-2008

OBJECTIVE 1

To provide to the public and to police an independent and impartial complaints handling and investigation process which is timely and of the highest quality.

Indicator:

LEVEL OF COMPLAINTS REGISTERED

There has been an increase of 3% in complaints received in 2006-07 but a 1% decrease in the number of related allegations. Currently a projected level of complaints for 2007-2008 would be a minimum of 3300, which necessitates adjustment to this year's target.

Target:

- To resource and action all complaints and related allegations registered.

Indicator:

COMPLAINANT SATISFACTION

63% of complainants in 2006/07 were satisfied or very satisfied with the service received and 76% of complainants would use the service again.

Targets:

- 60% of complainants to be satisfied or very satisfied with service received.
- 75% of complainants willing to use the service again.

Indicator:

QUALITY OF INVESTIGATIONS

At any one time there are over 900 complaints/referrals under investigation. Quality assurance indicators and controls have been revised and developed to enhance the standards, quality and effectiveness of investigations.

Targets:

- On a 60-day basis all on-going investigations will be subject to a quality review by supervisors and managers.
- One third of all cases closed will be reviewed in line with quality assurance indicators.

Indicator:

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

There were 86 call outs from the PSNI during 2006-2007. All were responded to within 1.5 hours in Belfast and 3 hours outside Belfast.

Target:

- To respond (24/7) within 1.5 hours to serious incidents referred in Belfast and 3 hours outside Belfast.

Indicator:

PROMPT SERVICE

Currently 74% of complaints are registered and actioned within five working days. All telephone calls made to the Office in 2006-07 were answered within 10 seconds and 81% of visitors to the Office were seen within five minutes.

Targets:

- Register all appropriate matters reported to the Police Ombudsman within 3 working days of receipt.
- 90% of all complaints to be actioned within 5 working days of being registered.
- All telephone calls to the Office to be responded to within 10 seconds.
- 95% of complainants calling to the Office to be seen within 5 minutes.

Indicator:

TIMELY UPDATING OF COMPLAINANTS AND POLICE OFFICERS

Currently 86% of complainants and 73% of police officers subject of investigation are updated every 6 weeks.

Targets:

- 85% of complainants to be updated every 6 weeks.
- 85% of police officers to be updated every 6 weeks.
- 85% of police officers and complainants in Historic Cases to be updated every 6 weeks after an investigation has been commenced.

Indicator:

TIMELY PROCESS

The average time taken to deal with complaints not subject of investigation or Informal Resolution is 35 working days. 93% of complainants are contacted by the Investigating Officer within 3 working days of being allocated the complaint. 91% of complaints suitable for Informal Resolution are referred within 3 working days of complainant consent being obtained.

Targets:

- 90% of complaints, not subject of investigation or Informal Resolution, to be dealt with within 40 working days.
- 90% of complainants to be contacted by the Investigating Officer within 3 working days of the complaint being allocated to that officer.
- 90% of complaints suitable for Informal Resolution to be referred within 3 working days of complainant consent being obtained.
- To review, assess and prioritise all statutory referrals and public complaints, in Historic Cases, within 50 working days.

Indicator:

TIMELINESS OF THE COMPLAINT INVESTIGATION

The Office monitors time taken to investigate new complaints received, other matters referred by the Chief Constable, and other grave or exceptional matters received outside the 12-month remit. Currently the average time taken to investigate core complaints excluding grave or exceptional matters is 111 working days.

Target:

- 90% of new complaint investigations to be completed within 120 working days, apart from grave or exceptional matters.

OBJECTIVE 2

To ensure the public and police are accurately informed about the work of the Office of the Police Ombudsman, thereby helping to secure confidence in the police complaints system.

Indicator:

INFORMING THE PUBLIC AND THE POLICE

A comprehensive programme is in place to ensure that the public are continually informed about the work of, and outcomes from, the police complaints system. This includes making available the outcomes of many complaints and investigations; dealing with requests for information from the public, their representatives and from the media; and an active outreach programme within the community.

Targets:

- To maintain a programme to inform the public via the media of the outcomes of complaints and investigations.
- To maintain a reactive programme to respond to questions from the public, their representatives and the media about the work of the Office of the Police Ombudsman.
- To provide a targeted programme of information and engagement within the community, including 40 events in schools in association with community organisations.
- A programme of information to be provided to District Policing Partnerships and all new District Command Units.
- To provide an effective information service to the new Parliament, to the Assembly Committees and related bodies.

Indicator:

PUBLIC CONFIDENCE IN THE OFFICE

88% of people are aware of the Police Ombudsman system and 82% of people think the Office helps police do a good job. 78% of people are confident that the Police Ombudsman deals with complaints impartially; 86% consider the Office is independent; 86% consider they would be treated fairly. 87% consider that the officer being investigated would be treated fairly.

Target:

- To ensure that public awareness and confidence in the police complaints system, as measured independently, is maintained.

Objectives, Indicators and Targets 2007-2008

Indicator:

POLICE CONFIDENCE IN THE OFFICE

A system is in place whereby once a complaint is closed, police officers subject to investigation are issued with questionnaires and key areas of satisfaction are surveyed. 77% of officers subject to investigation are confident that the Police Ombudsman deals with complaints in an impartial way. 83% felt they were treated fairly and 70% were satisfied or very satisfied with the service provided by the Office.

Targets:

- 75% of police officers subject of investigation to be satisfied with the service provided by the Police Ombudsman.
- To measure police officer views and attitudes to the Police Ombudsman's Office by a survey of every police officer by February 2008.

OBJECTIVE 3

To contribute to an improvement in policing by reporting on trends and patterns in police complaints, on investigations and associated policy and practice research.

Indicator:

PUBLISHED RESEARCH PAPERS ON MATTERS ARISING FROM COMPLAINTS HANDLING

During the past 12 months reports have been published on Complainant Non co-operation, Complainant Satisfaction, Equality Monitoring and Public Awareness of the Complaints System. Further research papers and reports are planned for the next twelve months.

Targets:

- Complainant Satisfaction Survey – July 2007.
- Public Attitudes Survey – August 2007.
- Police Officer Satisfaction Survey – August 2007.
- Statistical and Research Review (2000-2007) – October 2007.
- Police Officer Satisfaction Survey – December 2007.
- Equality monitoring of complainants – December 2007.

Indicator:

REPORTS ON TRENDS AND PATTERNS OF COMPLAINTS AND ALLEGATIONS

Reports on those officers subject to multiple complaints are compiled and issued to PSNI within 10 working days of the end of each reporting period. Monthly complaint analysis reports are sent to PSNI and NIPB within 10 working days of the end of each reporting period. Six-monthly reports on complaint patterns and trends are sent to PSNI and NIPB within 20 working days of the appropriate date.

Target:

- To make available all agreed reports within timescales.

Indicator:

POLICE POLICY AND PRACTICE INVESTIGATIONS

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

Targets:

- To publish a report on the PSNI response to recommendations arising from reports on matters referred* under Section 55 of the Police Act 1998 by October 2007.

*These are matters referred by either the Chief Constable, Northern Ireland Policing Board, Secretary of State, Department of Public Prosecutions or matters investigated at the instigation of the Police Ombudsman.

- To publish a report on Police use of handcuffs – October 2007.

Indicator:

TIMELY PRODUCTION OF CORPORATE PLAN AND ANNUAL REPORT

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

Targets:

- Corporate Plan to be available by 30 May 2007.
- Annual Report to be available by 30 June 2007.

OBJECTIVE 4

To achieve efficient and effective management of resources in all functions of the Office.

Indicator:

EXPENDITURE OF APPROVED FUNDING

During the 2005/06 financial year the Office maintained its expenditure within 2% of allocated resource funding.

Target:

- To maintain expenditure within 2% of allocated resource funding.

Indicator:

EFFECTIVE MANAGEMENT INFORMATION SYSTEMS

The Office has procured and developed a new case handling system. The system is expected to be operational from June 2007. The training of staff will be a high priority.

Targets:

- To conduct a post-project review of the implementation of the Case Handling System by September 2007.
- To ensure all identified training in support of the Case Handling System is carried out by August 2007.

Indicator:

LEVEL OF STAFF ATTENDANCE

The level of staff absence experienced by the Office remains low relative to other public bodies; 9.2 days compared with 13.4 days in the Civil Service. The Office is keen to maintain a focus on sickness absence to ensure ongoing effective use of staff resource.

Target:

- To reduce the level of staff absence.

Indicator:

PROGRAMME OF STAFF DEVELOPMENT AND TRAINING

The Office has a comprehensive programme of training for all staff. During the past 3 years the Office developed and ran an accredited Investigating Officer training programme. Currently 73% of ombudsman investigators are accredited. Over the forthcoming financial year the office is seeking to establish an accredited management training programme.

Targets:

- To maintain 70% of investigating officers with achievement of accredited investigator status.
- 8 managers to participate in an accredited management training programme.
- To develop an accredited complaints officer training programme.
- To prepare the annual training needs analysis of all staff by 30 June 2007 and ensure delivery of 80% of approved training by 31 March 2008.

Indicator:

COMPLIANCE WITH EQUALITY LEGISLATION

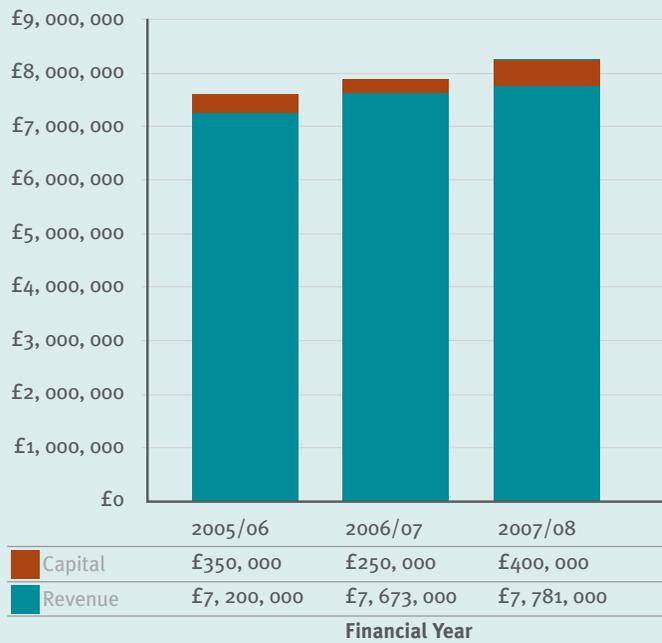
The Office is fully committed to the promotion of equality and has ensured compliance with relevant related legislation. Staff in the Office reflect a profile of 46% protestant and 46% catholic; female staff continue to be under-represented at management grades.

Targets:

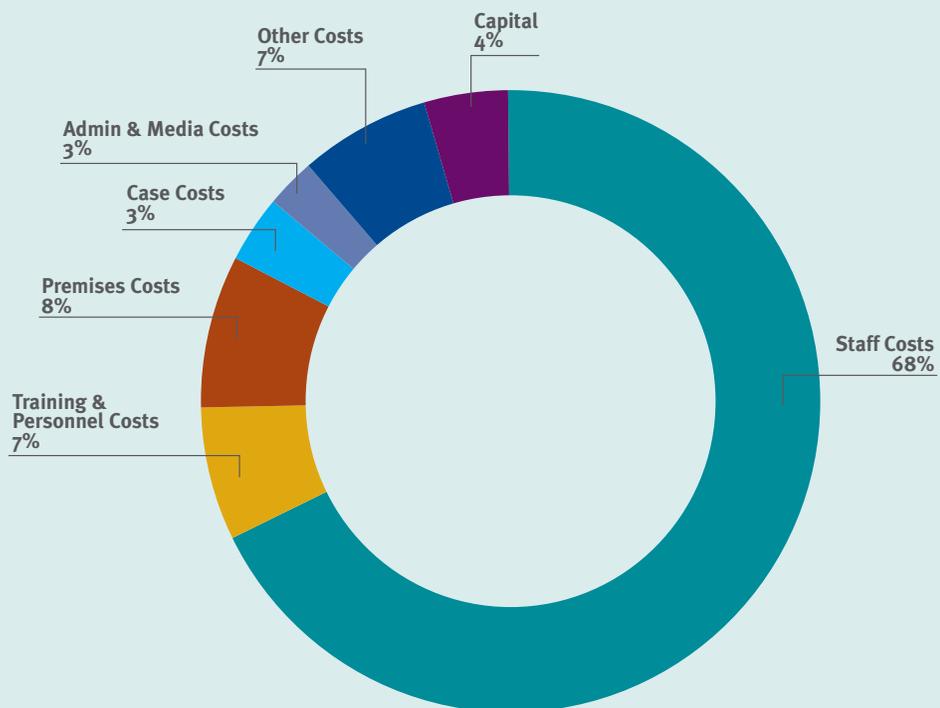
- To complete annual fair employment monitoring return by 1 May 2007.
- To complete annual equality scheme progress report by 31 August 2007.
- To establish an updated equality scheme by 31 August 2007.

Supporting Information

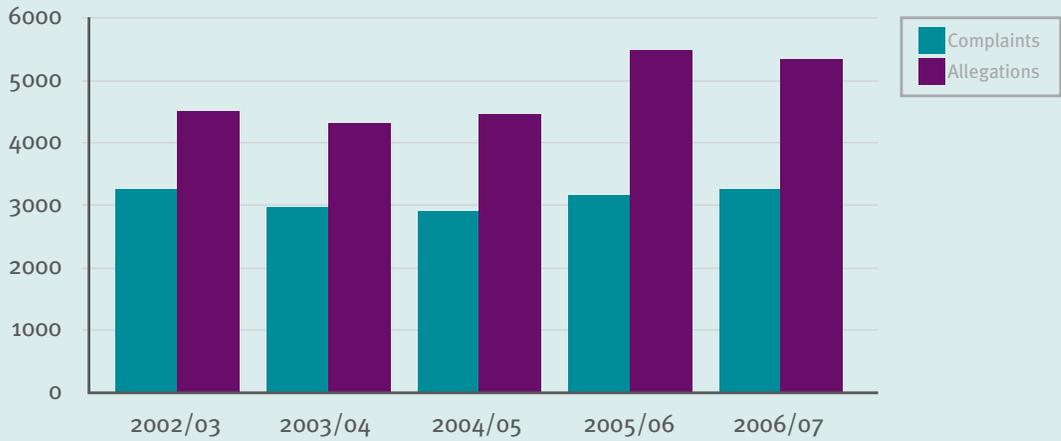
Total Resources



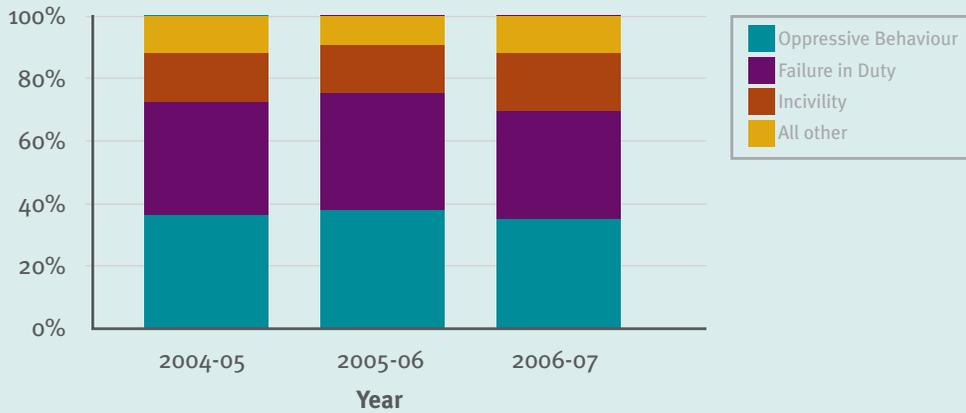
Resource by Expenditure Category



Number of Complaints & Allegations 2002/03 - 2006/07



Allegation Types 2004/05 - 2006/07



Key Performance Indicators and Targets

Key Performance Indicators	Targets (2007-08)
Level of complaints registered	<ul style="list-style-type: none"> – Resource and action all complaints and related allegations registered
Complainant Satisfaction	<ul style="list-style-type: none"> – 60% of complainants being satisfied or very satisfied with service received – 75% of complainants willing to use the service again.
Quality of Investigations	<ul style="list-style-type: none"> – On a 60-day basis all on-going investigations will be subject to a quality review by supervisors and managers – One third of all cases closed will be reviewed in line with quality assurance indicators
Responsiveness to serious incidents referred to Police Ombudsman on-call team	<ul style="list-style-type: none"> – To respond (24/7) within 1.5 hours to serious incidents referred in Belfast and 3 hours outside Belfast
Prompt Service	<ul style="list-style-type: none"> – Register all appropriate matters reported to the Police Ombudsman within 3 working days of receipt – 90% of all complaints to be actioned within 5 working days of being registered – All telephone calls to the Office to be responded to within 10 seconds – 95% of complainants calling to the Office to be seen within 5 minutes
Timely updating of complaints and police officers	<ul style="list-style-type: none"> – 85% of complainants to be updated every 6 weeks – 85% of police officers to be updated every 6 weeks – 85% of police officers and complainants in Historic Cases to be updated every 6 weeks after an investigation has been commenced
Timely process	<ul style="list-style-type: none"> – 90% of complaints, not subject of investigation or Informal Resolution, to be dealt with within 40 working days – 90% of complainants to be contacted by the Investigating Officer within 3 working days of the complaint being allocated to that officer – 90% of complaints suitable for Informal Resolution to be referred within 3 working days of complainant consent being obtained – To review, assess and prioritise all statutory referrals and public complaints, in Historic Cases, within 50 working days
Timeliness of the complaint investigation	<ul style="list-style-type: none"> – 90% of new complaint investigations to be completed within 120 working days, apart from grave or exceptional matters
Informing the public and police	<ul style="list-style-type: none"> – Maintain a programme to inform the public via the media of the outcomes of complaints and investigations – Maintain a reactive programme to respond to questions from the public, their representatives and the media about the work of the Office of Police Ombudsman – Provide a targeted programme of information and engagement within the community, including 40 events in schools in association with community organisations – A programme of information to be provided to District Policing Partnerships and all new District Command Units – To provide an effective information service to the new Parliament, to the Assembly Committees and related bodies

Key Performance Indicators	Targets (2007-08)
Public confidence in the Office	<ul style="list-style-type: none"> – Public awareness and confidence in the police complaints system, as measured independently, will be maintained
Police confidence in the office	<ul style="list-style-type: none"> – 75% of police officers subject of investigation to be satisfied with the service provided by the Police Ombudsman – To measure police officer views and attitudes to the Police Ombudsman's Office by a survey of every police officer by February 2008
Published research papers on matters arising from complaints handling	<ul style="list-style-type: none"> – Complainant Satisfaction Survey – July 2007 – Public Attitudes Survey – August 2007 – Police Officer Satisfaction Survey – August 2007 – Statistical and Research Review (2000-2007) – October 2007 – Police Officer Survey – December 2007 – Equality monitoring of complainants – December 2007
Reports on trends and patterns of complaints and allegations	<ul style="list-style-type: none"> – To make available all agreed reports within timescales
Police policy and practice investigations	<ul style="list-style-type: none"> – To publish a report on the PSNI response to recommendations arising from reports on matters referred under Section 55 of the Police Act 1998 by October 2007 – To publish a report on Police use of handcuffs – October 2007
Timely production of Corporate Plan and Annual Report	<ul style="list-style-type: none"> – Corporate Plan to be available by 30 May 2007 – Annual Report to be available by 30 June 2007
Expenditure of approved funding	<ul style="list-style-type: none"> – To maintain expenditure within 2% of allocated resource funding
Effective management information systems	<ul style="list-style-type: none"> – Conduct a post-project review of the implementation of the CHS system by September 2007 – Ensure all identified training in support of the CHS is carried out by August 2007
Level of staff attendance	<ul style="list-style-type: none"> – To reduce the level of staff absence
Programme of staff development and training	<ul style="list-style-type: none"> – To maintain 70% of investigating officers with achievement of accredited investigator status – 8 managers to participate in an accredited management training programme – To develop an accredited complaints officer training programme – To prepare the annual training needs analysis of all staff by 30 June 2007 and ensure delivery of 80% of approved training by 31 March 2008
Compliance with Equality Legislation	<ul style="list-style-type: none"> – To complete annual fair employment monitoring return by 1 May 2007 – To complete annual equality scheme progress report by 31 August 2007 – To establish an updated equality scheme by 31 August 2007

Making a Complaint

If you have a complaint about a police officer, you should contact us. You can;

- Write to us at the address given below;
- Call in at the Office between 9 am and 5 pm Monday to Friday;
- Phone the Office at any time on 0845 601 2931 or 028 9082 8600; telephone calls to this Office may be monitored for training, quality assurance and other lawful purposes;
- Send us a fax at any time on 028 9082 8659; E-mail us at info@policeombudsman.org; or
- Visit our website at www.policeombudsman.org

You do not have to pay to make a complaint

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

Tel: 028 9082 8600

Fax: 028 9082 8615

Minicom: 028 9082 8756

Web: www.policeombudsman.org

If you have a complaint about the Office of the Police Ombudsman

If you are not satisfied with any aspect of the Police Ombudsman's services or actions, you have a right to complain. You can make a complaint verbally (by telephone or by calling at our Office) or in writing (by letter, fax or e-mail).

Your complaint will be registered and acknowledged within three days and a response given to you within 20 working days.

The Office of the Police Ombudsman is independent and its decisions are final. Any complaints about its service should be referred to the Police Ombudsman. If, having raised a complaint of maladministration (e.g. delay, discourtesy, failure to apologise) with the Ombudsman's office you are unhappy with the written explanation you receive, you can forward it to the Secretary of State with a letter specifying the particulars of why you are unhappy with the Ombudsman's reply of explanation. The Secretary of State cannot consider the decisions of the Ombudsman on the investigation of a complaint, or the outcome of an investigation, or comment on matters which would properly fall to the courts.

The address is:

The Secretary of State
Northern Ireland Office
Castle Buildings
Stormont
Belfast BT4 3SG



Era Silk

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Additional copies of this and other publications are available from:

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New Cathedral Buildings
St. Anne's Square
11 Church Street
Belfast
BT1 1PG

Tel: 028 9082 8600

Fax: 028 9082 8659

Minicom: 028 9082 8759

Witness Appeal Line: 0800 0327 880

Email: info@policeombudsman.org

These publications and other information about the work of the
Police Ombudsman for Northern Ireland are also available on the Internet at:

Website: www.policeombudsman.org



INVESTOR IN PEOPLE