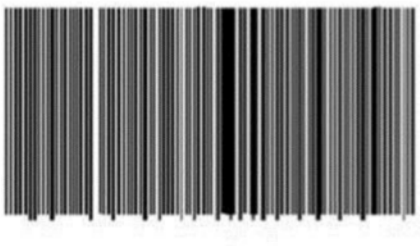
Prepared for OPEN publication in relation to the Independent Inquiry Relating to Afghanistan



RMP-221-0007044-A

Morris, Rob Col (NORTHMOOR TEAM-HQ-AH)

From: Army Info-Strategy-AH ([redacted])
Sent: 08 October 2015 11:58
To: Spec Ops RMP-SPCB-OC (Hacker, Philip Maj); Army PM-CapDev-SO1 (VACANT)
Cc: Army PM-DPM-FD (Parkes, Nadine Col); Army PM-DPM-INV (Morris, Rob Col); Army Info-SPfO-SO2Risk ([redacted]); Army PM-Pers-Trg-SO1 (Parke-Robinson, Julia Lt Col); Spec Ops RMP-RHQ-CO (Forsythe, Belinda Lt Col); Army PM-Inv-SO1 (McAllister, John Lt Col); Army PM-CapDev-SO2 (Archer, Rebecca Maj); Army IS-Info-AD ([redacted]); Army FDCap-PR-Plans-SO1 ([redacted]); Army Info-Dir-CIO-AsstHd Fin ([redacted]); Army IS-Fin-SO2 ([redacted])
Subject: Re: 20151007-OP_NORTHMOOR_FDHC_SO1_Cap_Dev_ADMIB

Follow Up Flag: Follow up
Flag Status: Flagged

Phil - I am regional command this afternoon, therefore not available for F2F.
You haven't answered the questions below. If the D Res funding profile is for hardware only are you suggesting you have been given a separate funding profile for software? If not you are still £1M short.

I know the figures are exclusive of VAT the question is whether VAT is applicable. If it is applicable you are another £1M short in year.

Rather than continuing the email ping pong, why not book a slot and come and chat F2F.

Thanks

[redacted]

From: Spec Ops RMP-SPCB-OC (Hacker, Philip Maj)
Sent: Thursday, October 08, 2015 09:07 AM
To: Army Info-Strategy-AH ([redacted]); Army PM-CapDev-SO1 ([redacted])
Cc: Army PM-DPM-FD (Parkes, Nadine Col); Army PM-DPM-INV (Morris, Rob Col); Army Info-SPfO-SO2Risk ([redacted]); Army PM-Pers-Trg-SO1 (Parke-Robinson, Julia Lt Col); Spec Ops RMP-RHQ-CO (Forsythe, Belinda Lt Col); Army PM-Inv-SO1 (McAllister, John Lt Col); Army PM-CapDev-SO2 (Archer, Rebecca Maj); Army IS-Info-AD ([redacted]); Army FDCap-PR-Plans-SO1 ([redacted]); Army Info-Dir-CIO-AsstHd Fin ([redacted]); Army IS-Fin-SO2 ([redacted])
Subject: RE: 20151007-OP_NORTHMOOR_FDHC_SO1_Cap_Dev_ADMIB

[redacted]

Myself and Mr Bostock will be in your HQ this afternoon between 1300 and 1600 to discuss RMAD SyOps with [redacted] for NORTHMOOR so if you are available we could also discuss this funding issue. In the mean time please see our response below which we hope will clear matters up.

Regards

Phil

Maj PAL Hacker | Officer Commanding, Service Police Crime Bureau, Specialist Operations Regiment, Royal Military Police, Bassett Wilson Building (PP24), Southwick Park, Fareham, Hampshire, PO17 6EJ,

Contact details [redacted]

From: Army Info-Strategy-AH ([redacted] IIA724 [redacted])
Sent: 07 October 2015 13:49
To: Army PM-CapDev-SO1 ([redacted] IIA754 [redacted])
Cc: Army PM-DPM-FD (Parkes, Nadine Col); Army PM-DPM-INV (Morris, Rob Col); Army Info-SPfO-SO2Risk ([redacted] IIA749 [redacted]); Army PM-Pers-Trg-SO1 (Parke-Robinson, Julia Lt Col); Spec Ops RMP-SPCB-OC (Hacker, Philip Maj); Spec Ops RMP-RHQ-CO (Forsythe, Belinda Lt Col); Army PM-Inv-SO1 (McAllister, John Lt Col); Army PM-CapDev-SO2 (Archer, Rebecca Maj); Army IS-Info-AD ([redacted] IIA750 [redacted]); Army FDCap-PR-Plans-SO1 ([redacted] IIA751 [redacted]); Army Info-Dir-CIO-AsstHd Fin ([redacted] IIA752 [redacted]); Army IS-Fin-SO2 ([redacted] IIA753 [redacted])
Subject: 20151007-OP_NORTHMOOR_FDHC_SO1_Cap_Dev_ADMIB

IIA754 – tried phoning but I believe you are down in Bovington today. In summary, happy on the UADS numbers but not on affordability. Para 36 of the BC just gives me two costing options rather than any reassurance that the solution you are suggesting is affordable and the table/para is confusing. This is my understanding, but happy to be corrected:

- Your D Res approved funding profile for FY 15/16, 16/17 & 17/18 is £4.5M, £1M & £1M respectively [] This is for hardware costs. The extra £1m in year one is for software and licensing for the five years of the project.
- Your BC wants to spend £5.5M, £1M, £1M. This suggests a £1M shortfall in this fin year (unless you mean that the £1M support is included in the £4.5M figure?). So what is being done about the shortfall?[] As above the £5.5m is inclusive of hardware and software.
- The costs you have included are exclusive of VAT. You need to be sure this is correct otherwise you could be a further £1M short in year. Can you clarify whether VAT is applicable or not? [] All costs stated in the business case are exclusive of VAT.

I understand the later years are the subject of an ABC 16 enhancement option, therefore I will assume this will be covered.[] After year five we have programmed in £200k annually for hardware refresh and £50k annually for software licensing and support.

Hopefully we can nail this element this week.

Thanks

IIA724

[redacted] IIA724 [redacted] | **AH Information Strategy & Plans** | Army Headquarters, IDL 1, Blenheim Building, Marlborough Lines, Monxton Road, Andover, Hants, SP11 8HJ | [redacted] Contact Details [redacted] |

From: Army PM-CapDev-SO1 ([redacted] IIA754 [redacted])
Sent: 06 October 2015 15:34
To: Army Info-Strategy-AH ([redacted] IIA724 [redacted])
Cc: Army PM-DPM-FD (Parkes, Nadine Col); Army PM-DPM-INV (Morris, Rob Col); Army Info-SPfO-SO2Risk ([redacted] IIA749 [redacted]); Army PM-Pers-Trg-SO1 (Parke-Robinson, Julia Lt Col); Spec Ops RMP-SPCB-OC (Hacker, Philip Maj); Spec Ops RMP-RHQ-CO (Forsythe, Belinda Lt Col); Army PM-Inv-SO1 (McAllister, John Lt Col); Army PM-CapDev-SO2 (Archer, Rebecca Maj); Army IS-Info-AD ([redacted] IIA750 [redacted]); Army FDCap-PR-Plans-SO1 ([redacted] IIA751 [redacted])
Subject: 20151006-OP_NORTHMOOR_FDHC_ADMIB_SO1_Cap_Dev

IIA724

I note Maj Phil Hacker has responded ref the UAD numbers, I hope this closes that RFI.

On the affordability issue (which I genuinely tought we had clarified) you will note there were two options in the BC. In terms of affordability we are aware that the threshold is £6M, this allows a staged procurement (Option 1) which would deliver the hardware, licences and 4PB of data. Whilst not the preferred option - we would like to build to 6PB - this would be acceptable and HQ PM(A) will take the initial risk that we can survive with 4 PB during the initial 12 - 18 months of the investigation. Thereafter if we need to increase storage capacity the onus will be on us to revise the BC and seek additional funding.

IIA754
IIA754
SO1 Capability Development, HQ PM(A) & HQ 1 MP Bde, 2nd Floor, Zone 5, IDL 431, Ramillies Bldg, Marlborough Lines, Andover, Hampshire, SP11 8HJ
Contact details

From: Army Info-Strategy-AH (IIA724)
Sent: 06 October 2015 13:09
To: Army PM-CapDev-SO1 (IIA754)
Cc: Army PM-DPM-FD (Parkes, Nadine Col); Army PM-DPM-INV (Morris, Rob Col); Army Info-SPfO-SO2Risk (IIA749); Army PM-Pers-Trg-SO1 (Parke-Robinson, Julia Lt Col); Spec Ops RMP-SPCB-OC (Hacker, Philip Maj); Spec Ops RMP-RHQ-CO (Forsythe, Belinda Lt Col); Army PM-Inv-SO1 (McAllister, John Lt Col); Army PM-CapDev-SO2 (Archer, Rebecca Maj); Army IS-Info-AD (IIA750); Army FDCap-PR-Plans-SO1 (IIA751)
Subject: 20151006-OP_NORTHMOOR_FDHC_SO1_Cap_Dev_ADMIB

IIA754 – I am replying as the new chair of the ISDB. There is a timeline below which tracks the progress of the BC. As an ISDB member I remember approving this as a non-discretionary requirement back in Jul 15 but noting the BC needed re-writing and it was unaffordable. My understanding today is there are still two issues which need resolving:

- Affordability - there is still an affordability problem which has not been successfully concluded. It appears this amounts to approx a £1m shortfall which you still sorting with IIA751. An update on this is required.
- UAD numbers – an outstanding RFI justifying the need for 100 UADs for 85 personnel. Response required.

On progressing the BC, it was sent to ISS yesterday (05 Oct). I would have expected the BC to have been submitted sooner but I think the logic for not doing so centred on the outstanding issues and re-circulating the BC. It is frustrating if this was not communicated to you clearly earlier in the process – for which my apologies.

We will also concurrently submit the BC to the Cabinet Office (CO) today, who will also need to approve the requirement and the solution. Both ISS and the CO may come back with questions; we will let you know ASAP. ISS will either refer it to their Design Authority for some intervention or they will support its progression by the CO. Both these organisations will assume it is affordable – so that is a critical area to get sorted internally. I also expect them to both question the number of UADs.

So in short the BC is now being progressed to ISS & CO but you still have two outstanding issues to solve.

Although of no direct interest to you, we are still establishing the information directorate, the operating model and the information sub-portfolio. We now have ISS represented on the ISDB and I expect our processes to become more optimised in the short to medium term.

Clearly let me know if you sense you are not getting the service/communication you need. IIA749 is the POC from a progress point of view.

Answers to the RFIs would be helpful.

Thanks

IIA724

Op NORTHMOOR timeline

- 15 Jul ISDB
  - Recognised as non-discretionary. Agree the requirement
  - Require BC to be re-written.
  - Not to proceed as exceeds allocated funding. Requires resolution.
- 20 Jul
  - Business case re-submitted - still not affordable.
  - BC re-circulated for agreement.
- 24 Aug
  - AD MIB approval.
- 7 Sep
  - Re-circulated because of lack of replies.
- 8 Sep
  - AD AIS approval.
- 9 Sep
  - SO1 Inv Plans approval.
- 23 Sep
  - Discussions with SO1 PR Plans on affordability – he has spoken direct to SO1 Cap in PM(A).
- 2 Oct
  - As a result of discussions above BC reviewed.
    - Still not affordable
    - Not addressed numbers (100 UADs at a certain classification for 85 pers – question on cost. Raised with SPCB in Jul)
    - No Tech Annex circulated – eventually connected to Tech Annex from initial BC.
- 5 Oct
  - Sent to ISS DA – still not affordable.

IIA724 | **AH Information Strategy & Plans** | Army Headquarters, IDL 1, Blenheim Building, Marlborough Lines, Monxton Road, Andover, Hants, SP11 8HJ Contact Details

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From: Army PM-CapDev-SO1 (IIA754)
Sent: 05 October 2015 14:06
To: Army Info-Strategy-AH (IIA724); Army IS-Info-AD (IIA750)
Cc: Army PM-DPM-FD (Parkes, Nadine Col); Army PM-DPM-INV (Morris, Rob Col); Army Info-SPfO-SO2Risk (IIA749); Army PM-Pers-Trg-SO1 (Parke-Robinson, Julia Lt Col); Spec Ops RMP-SPCB-OC (Hacker, Philip Maj); Spec Ops RMP-RHQ-CO (Forsythe, Belinda Lt Col); Army PM-Inv-SO1 (McAllister, John Lt Col); Army PM-CapDev-SO2 (Archer, Rebecca Maj)
Subject: 20151005-OP_NORTHMOOR_FDHC_SO1_Cap_Dev
Importance: High

IIA724,

As Chair and former Chair of the ISBD the issue of the Op NORTHMOOR Forensic Data Handling Capability (FDHC) cuts across your respective portfolios.

Issue: The procurement of the FDHC, the critical enabler for Op NORTHMOOR, is currently stalled in Army HQ.

Timing. Urgent, IOC is set for 04 Jan 16, FOC is 31 Mar 16.

Background. On 15 Jul 15 the ISDB reviewed and approved in principle the FDHC BC for Op NORTHMOOR. To date it appears as if the BC has not been formerly released from HQ Army to DES ISS for scrutiny and onwards submission to the Cabinet Office. It has apparently been sent back through the 'staffing process', albeit not received by this HQ or Spec Ops Regt RMP (see e-mail chain below).

FDHC Submission. The FDHC submission taken by the ISDB on 15 Jul was a revised BC that had been rewritten based on ISDB direction received following the initial submission earlier in the year. No new requirements or need to amend the BC have been notified to HQ PM(A) or Spec Ops Regt RMP since the BC was approved on 15 Jul.

Requested Action. HQ PM(A) would be most grateful if whatever 'staffing process' is in play could be unlocked as a matter of priority.

IIA754

IIA754
SO1 Capability Development, HQ PM(A) & HQ 1 MP Bde, 2nd Floor, Zone 5, IDL 431, Ramillies Bldg, Marlborough Lines, Andover, Hampshire, SP11 8HJ
Contact details

From: Army Info-SPfO-SO2Risk (IIA749)
Sent: 05 October 2015 13:13
To: Army PM-CapDev-SO1 (IIA754)
Cc: Army Info-Strategy-AH (IIA724)
Subject: RE: 20151005-OP_NORTHMOOR_FDHC_SO1_Cap_Dev

IIA754

The Chair was IIA750 for the 15th July ISDB. Its now IIA724.

Reading the chain below I must note that this business case was reviewed and approved in principle at the ISDB 15th July 2015. Extract from the ROD :-

(1) Northmoor

a. The requirement to do this project was agreed to be non discretionary and therefore was agreed in principle.
b. However this business case does not have sufficient funding to proceed and this would need to be resolved before this business case can be progressed.
c. It will have to be submitted to the IIA723 at the Cabinet office via ISS.

There has been discussion below about the technical solution described in the business case not being optimal, but this has the required authorisation to proceed from the board already.

I hope this helps

IIA749

IIA749 C2 Information Sub-Portfolio Office(ISPfO) Risk | Army HQ | Floor 1 Zone 4, Blenheim Building, Marlborough Lines,
ANDOVER SP11 8HT
Contact Details

From: Army PM-CapDev-SO1 (IIA754)
Sent: 05 October 2015 12:45
To: Army Info-SPfO-SO2Risk (IIA749)
Subject: 20151005-OP_NORTHMOOR_FDHC_SO1_Cap_Dev

IIA749

Can you please advise who is the Chair of the IS Decision Board.

IIA754

IIA754

SO1 Capability Development, HQ PM(A) & HQ 1 MP Bde, 2nd Floor, Zone 5, IDL 431, Ramillies Bldg, Marlborough Lines, Andover, Hampshire, SP11 8HJ
Contact details

From: Army PM-DPM-FD (Parkes, Nadine Col)
Sent: 05 October 2015 07:45
To: Army PM-CapDev-SO1 (IIA754); Army Info-SPfO-SO1Plans (IIA789)
Subject: Re: 20151005-OP_NORTHMOOR_FDHC_SO1_Cap_Dev

IIA789

We need to push this forward as a matter of extreme urgency

PMA has been chasing this.

Precisely what staffing process?

IIA754

Please chase as PMA needs to brief the centre on likely missed IOC for NM next week and this is the only area where we have not progressed.

Nadine
Message sent from a MoD Blackberry device.

From: Army PM-CapDev-SO1 (IIA754)
Sent: Monday, October 05, 2015 07:21 AM
To: Army Info-SPfO-SO1Plans (IIA789)
Subject: 20151005-OP_NORTHMOOR_FDHC_SO1_Cap_Dev

IIA789

Sent it back where, to who and when? What additional detail is required, noting the ID Decision Board's RFI was answered and the BC rewritten as per their direction several months ago, I am concerned that there is a lack of understanding on the timelines for this Op and the criticality of the FDHC.

We are just about beyond the last safe point for resourcing so I need to know who has the BC and what is being done with it. I have no idea what * is, please clarify.

IIA754

IIA754

* a government department

SO1 Capability Development, HQ PM(A) & HQ 1 MP Bde, 2nd Floor, Zone 5, IDL 431, Ramillies Bldg, Marlborough Lines, Andover, Hampshire, SP11 8HJ
Contact details [redacted]

From: Army Info-SPfO-SO1Plans (IIA789 [redacted])
Sent: 02 October 2015 16:08
To: Army PM-CapDev-SO1 (IIA754 [redacted])
Subject: RE: 20150930-OP_NORTHMOOR_FDHC_SO1_Cap_Dev

IIA754 [redacted]

I have sent it back through the staffing process. There was some more detail required and the Annex was not attached. [redacted] * also on its way back.

IIA789 [redacted]

IIA789 [redacted] | SO1 Info Portfolio Plans| Army HQ, Blenheim Building, IDL 16, Marlborough Lines, Andover, SP11 8HJ| Contact Details [redacted]

From: Army PM-CapDev-SO1 (IIA754 [redacted])
Sent: 30 September 2015 16:45
To: Army Info-SPfO-SO1Plans (IIA789 [redacted]); Army IS-Info-CIO-SO1 (IIA789 [redacted])
Cc: Army Res-Inv-Plans-SO1-1 (IIA790 [redacted]); Army IS-Info-AD (IIA750 [redacted]); Army IS-AIS-AD (Name Given [redacted]); Army PM-DPM-FD (Parkes, Nadine Col); Army PM-BudMgrC2 (McArthur, Fiona Mrs); Army PM-Inv-SO1 (McAllister, John Lt Col); Army PM-DPM-INV (Morris, Rob Col); Army PM-CapDev-SO2 (Archer, Rebecca Maj); Spec Ops RMP-SPCB-OC (Hacker, Philip Maj); SIB RMP-Op NORTHMOOR-OC (Penman, Moira Maj)
Subject: 20150930-OP_NORTHMOOR_FDHC_SO1_Cap_Dev
Importance: High

IIA789 [redacted]

Tried to call, you are OOO. I understand that the OP NORTHMOOR FDHC business case, which we were informed had been approved by the IS Decision Board, is still sat with you.

This BC represents the mission critical enabler for OP NORTHMOOR. Can you please get it released to Corsham for the Chief Info Offr's review and onwards transmission to the Cabinet Office for approval. Without this capability in place in Jan 16 NORTHMOOR will hit a brick wall.

Grateful for an urgent update.

IIA754 [redacted]

IIA754 [redacted]
SO1 Capability Development, HQ PM(A) & HQ 1 MP Bde, 2nd Floor, Zone 5, IDL 431, Ramillies Bldg, Marlborough Lines, Andover, Hampshire, SP11 8HJ
Contact details [redacted]

* a government department [redacted]