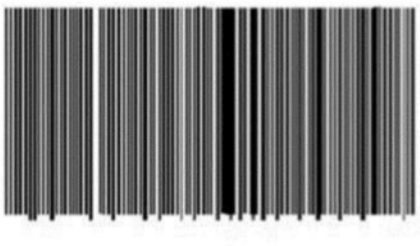
Prepared for OPEN publication in relation to the Independent Inquiry Relating to Afghanistan



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DPM(Inv)/02/05

10 Sep 14

DPM (Inv)
CO SIB Regt RMP

Copy to:

DPM (Ops)	SO1 Legal	CO 4 RMP
DPM (FD)	CO 1 RMP	OC SPCB
CO Spec Ops Unit (Des)	CO 3 RMP	

OP NORTHMOOR - COMMAND AND CONTROL

Reference:

A. PM(A)/02/02 dated 17 Mar 14.
B. DPM(Inv)02/05 dated 17 Mar 14.
C. DPM(Inv)02/05 dated 25 Mar 14.

Issue

1. The command and control of Op NORTHMOOR.

Direction

2. DPM(Inv) and CO SIB Regt RMP are to note:

    a. Reference A remains extant; and

    b. The new command and control arrangements.

Timing

3. **Immediate**.

Background

4. Reference A outlines the 3 current strands of investigation activity in respect to allegations the abuse of UK held, or formerly held, detainees by 62 Pl SIB, Op ISOPTIC and Op ELSINORE which were consolidated into Op NORTHMOOR. Reference B gave initial direction on command and control but having reflected on the investigation progress, this direction requires updating to reflect the operational realities.

5. **Command Structure**. I have decided that in order to maintain effective command and control of this incident the Strategic, Operational and Tactical structure will be amended to reflect the investigation needs. The specific appointments are:

    a. Strategic (GOLD) – Lt Col JD McAllister, A/DPM Inv.

    b. Operational (OIOC/Silver) – Maj G Ward, SIB Regt RMP.

    c. Tactical (Bronze/POD SIO) – Allocated by OIOC.

6. **Roles and Functions**. The specific roles for each within the Command Structure are:

a. Strategic – I direct that this officer combines all RMP resources towards managing and resolving the investigation in a prompt and effective way. He is to create a Strategic Management Group to meet at regular intervals and actively ensure that all courses of action are being undertaken, In particular:

i. He has overall responsibility and is accountable for providing resources towards the strategic objective.
ii. He will set, review and update the strategy which may include setting tactical parameters.
iii. He will chair the Strategic Management Group.
iv. He will be the Staff Officer responsible for engaging with external organisations when determining strategy.
v. Ensures the strategy is documented in order to provide a clear audit trail, including any changes to the strategy.
vi. Responsible for ensuring the resilience of the command structure and the effectiveness of the OIOC.
vii. Responsible for maintaining PM(A) awareness of the Operation including significant events likely to attract Ministerial or Press attention..

b. Operational – The OIOC must be located where he can maintain effective command and control and is responsible for:

i. Developing and co-ordinating the operational plan in order to meet the strategic intent.
ii. Determining the way resources are used to achieve the strategic intent within the range of approved tactical options.
iii. Ensuring that all personnel are properly briefed and debriefed.
iv. Maintaining a policy file in accordance with the Major Incident Manual.
v. Acts as the link between persons allocated to Op NORTHMOOR and their assigned unit commander.
vi. Reviews, updates and communicates changes to the operational plan to the strategic commander and investigators.
vii. Ensures the tactics employed by SIOs meet the strategic intention and the operational plan.

c. Tactical – Op NORTHMOOR currently employs 3 SIO with distinct roles; currently allocated as WO1 D Hayes, Capt J Wright and Capt S Robbins all of SIB Regt RMP. Each is to be located were they can maintain effective command and control of their area and will:

i. Ensure that they have a clear understating of the strategic intent and operational plan and their role within it.
ii. Manage the resources allocated to their area in order to deliver the operational plan.
iii. Make themselves available to their staff in order to ensure effective communication.
iv. Ensure all staff within their area are fully briefed.
v. Keep the OIOC updated on all current developments including any variations to agreed tactics.
vi. Maintain a policy file in accordance with the Major Incident Manual.

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7. **Role of CO SIB Regt**. Whilst the resources for Op NORTHMOOR will come from across 1 MP Bde, it is the main effort of the SIB Regt. It will inevitably attract a disproportionate amount of manpower, infrastructure and technical resource from that unit. To ensure that CO SIB Regt can effectively manage other defence tasks, personnel and investigative resource, active consultation between the strategic commander and CO SIB is to be maintained including participation in the Strategic Management Group. In addition CO SIB is responsible for:

a. Ensuring that MS reporting is maintained on all Op NORTHMOOR staff in line with policy.

b. The provision of G4/G6 support particularly in relation to technical and infrastructure support to Op NORTHMOOR.

c. Welfare support to Op NORTHMOOR staff whether SIB Regt or temporarily assigned.

d. Ensuring that the career management of all ranks on Op NORTHMOOR is considered when resilience decisions are made.

e. Is the CO responsible for discipline of those temporarily assigned on Op NORTHMOOR.

8. **Role of Spec Ops Regt**. CO Spec Ops Regt (when established) will provide the specialist interview, forensic, computer analysis, covert and intelligence capabilities to support Op NORTHMOOR.

PM(A)