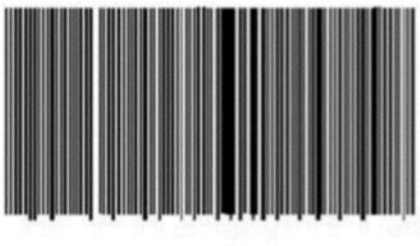
Prepared for OPEN publication in relation to the Independent Inquiry Relating to Afghanistan



RMP-221-0007128-A

From:	Martin Bottomley
To:	Mark Y. Crowley; Debbie Conlon Houldershaw; David Pinder; Robert Ashton; Clare Carr
Subject:	FW: 20141022-Op-NORTHMOOR-External-Recommendations-Table-OIOC-OS
Date:	24/10/2014 13:04
Attachments:	20141003-Op NORTHMOOR_NCA_MIRT_Table of Recommendations.xls

See below and attached.

Sent with Good (www.good.com)

-----Original Message-----
From: SIB RMP-4InvCoy-OCSCT (Ward, Gary Capt) Contact details [redacted]
Sent: Wednesday, October 22, 2014 04:23 PM GMT Standard Time
To: Martin Bottomley; WILLIAMSON, Paul
Cc: SIB RMP-4InvCoy-2Pl-OC (Robbins, Stephen Capt); SIB RMP-4InvCoy-WO1Ops (Hayes, Debbie WO1); SIB RMP-Op NORTHMOOR-SIO (Wright, Jason Capt); Army PM-Inv-SO1 (McAllister, John Lt Col); SIB RMP-RHQ-MIR-OffMgr (Haslett, Stephen WO2); SIB RMP-Op NORTHMOOR-DOCSSUBS (MULTIUSER); SIB RMP-4InvCoy-4Pl-WO2 (Carey, Thomas WO2)
Subject: 20141022-Op-NORTHMOOR-External-Recommendations-Table-OIOC-OS

Martin, Paul,

Attached is a copy of the Op NORTHMOOR NCA/MIRT Table of Recommendations, freshly updated as at 22 Oct 14, for your perusal.

Regards,

Gary

<<20141003-Op NORTHMOOR_NCA_MIRT_Table of Recommendations.xls>>

Major Gary Ward | Officer in Overall Command OPERATION NORTHMOOR

Campion Lines, High St, Bulford, Wilts SP4 9DT. | Contact details [redacted]

Recommendation	Publication	Responsibility	Action Taken	Comment
All minutes of Gold meetings are registered on HOLMES	Review Officer Report	[redacted]	HOLMES staff to record at material time and register on system	
Formally record Gold structure providing confirmation of members Roles	Review Officer Report	MIR		
Define construct of Gold Gp	Review Officer Report	MIR		
Ratify revised TOR for PIP 4 NCA Adviser.	Review Officer Report	Gold/MIR		
OIOC produce TOR for his role.	Review Officer Report	Gold	Completed	
OIOC to support each SIO in development of tactical strategies for Teams 1-3.	Review Officer Report	OIOC	OIOC has accepted NCA RA/PIP4 recommendation in full.	OIOC takes up post on 13 Oct 14 following various deployments 20 Aug - 13 Oct 14. formal doc to be placed on HOLMES
OIOC to develop/implement robust media strategy.	Review Officer Report	OIOC	Weekly tactical meetings commence 4 Nov 14	
Urgent consideration to resource management to support OIOC SIO.	Review Officer Report	OIOC	OIOC researching options	Engagement with media currently restricted by GOLD. (see ser 32 below)
Relocate NORTHMOOR team to secure accommodation suitable for storage of classified material.	Review Officer Report	OIOC	Resource recommendations submitted to 2IC SIB Regt on 16 Jul 14. OIOC to review and refresh.	Documents can be viewed via HOLMES
Consider creation of independent panel to test the scope and extent of individual elements of each investigation, to provide focus and possible further actions.	Review Officer Report	Gold	SoN submitted to Gold/DInfra 3 Oct 14	Documents can be viewed via HOLMES
Review Officer to be sighted on all Gold Group meetings and provided copies of all minutes/ROD.	Review Officer Report	OIOC		Guidance required
Review Officer to be sighted on policy books for OIOC and SIO. Confirm that each policy book will be transferred to HOLMES.	Review Officer Report	HQ PM(A)	All ROD/Minutes are recorded on HOLMES where relevant parties can view.	N73 to submit RODs/Minutes to MIR upon receipt
RO sighted on ratified record of composition of teams 1-3 and MIR staff deployed on HOLMES.	Review Officer Report	OIOC, SIOs	All Policy is registered on HOLMES	Documents can be viewed via HOLMES
RO would like clarification of whether an effective engagement plan with partners is in pace and if so be sighted on the record of strategy relating to this.	Review Officer Report	OIOC	Resource recommendations submitted to 2IC SIB Regt on 16 Jul 14 and registerd on HOLMES	Documents can be viewed via HOLMES
Clarify if there is a recorded Community Impact Assessment and if so be sighted on the document.	Review Officer Report	Col Wassell/OIOC		Partner identification and strategy requirement
RO to be sighted on all correspondence between Leigh Day and RMP.	Review Officer Report	MIR/OIOC		Engagement with the ACPO (TAM) NCTT via NCA RA
Gold Support Group membership; Essential: Gold, OIOC, SIOs, NCA RA/PIP4, CO SIB Regt RMP, SPA and SO1. Discretionary: DJEP, MOD Media Manager, PJHQ Ops Directorate, ACPO (TAM) NCTT, GMP MERT, Cultural Adviser.	NCA Regional Advisor report dated 21/7/14	Gold	All correspondance between SIB Regt/HQ PM(A) and LDC has been submitted to the MIR.	Documents can be viewed via HOLMES
Consider breaking down the OIOC operational priorities in the 4 Ps.	NCA Regional Advisor report dated 21/7/14	OIOC	Completed	See Ser 4. A. PM(A)/02/02 dated 17 Mar 14. DPM(Inv)02/05 dated 17 Mar 14. DPM(Inv)02/05 dated 25 Mar 14
Consideration given to placing overlapping key strategic areas under command of the OIOC.	NCA Regional Advisor report dated 21/7/14	OIOC		Guidance required
SIO submit a revised resource requirement with business case addressing accommodation requirements	NCA Regional Advisor report dated 21/7/14	OIOC		OIOC to become aquainted with existing strategies first.
Consider migrating to suitable HOLMES and adopt document management protective marking practices	NCA Regional Advisor report dated 21/7/14	OIOC	In the absence of the OIOC, resource recommendations submitted to 2IC SIB Regt on 16 Jul 14 and SoN submitted to Dinfra 3 Oct 14	HQ PM(A) Project Manager appointed
Consider review of value descriptors for nominal records and reports ensuring adequate description.	NCA Regional Advisor report dated 21/7/14	MIR	Infra cannot support until SoN approved	Paper MIR bring run for * related enqs
Consider creating incident with ciphers to protect identities.	NCA Regional Advisor report dated 21/7/14	MIR		
Consider creating another incident with ciphers to protect identities.	NCA Regional Advisor report dated 21/7/14	MIR		
Consider utilising SQLs.	NCA Regional Advisor report dated 21/7/14	MIR		
Consider adopting/adapting IHAT MIR workflow to the needs of Op NORTHMOOR and any other good practices	NCA Regional Advisor report dated 21/7/14	OIOC/SIO	Will adopt when in a position to do so; data capture to be completed first	
Consider adopting the IHAT 'File 13' concept.	NCA Regional Advisor report dated 21/7/14	MIR	The concept has been introduced and named 'File 1313'	
Consider review of decision for full indexing, which has potential to 'bog down' the MIR process	NCA Regional Advisor report dated 21/7/14	OIOC/MIR	Levels of indexing to be reviewed	
Consider allocating actions to individuals, not routing, to ensure ownership.	NCA Regional Advisor report dated 21/7/14	SIOs/MIR	Actions allocated to individuals	
Gold to provide a response as to whether to engage with [redacted] NCA E3 as an expert in Afghan culture.	NCA Regional Advisor report dated 21/7/14	Gold/OIOC	Decision not to use; ITT to perform dual role	

*required classification

Consider developing Army Intranet/internet site dedicated to Op NORTHMOOR.	NCA Regional Advisor report dated 21/7/14	OIOC/Gold	Gold to brief up CoC. Internal comms slide for RMP awareness published on Provost Portal	GOLD: Not agreed at this stage. I wish to restrict the awareness of NORTHMOOR in wider Aremty terms until we are capable of dealing with an consequneces of publicity.
'Op NORTHMOOR – Investigative Plan and Recommendations' should include description of current main lines of enquiry (listed provided under 'General Investigative Suggestions).	NCA Regional Advisor report dated 21/7/14	Maj G Ward, Capt J Wright and Capt S Robbins	Plan & Recommendations submitted to 2IC SIB Regt on 16 Jul 14 includes MLOEs	
SIO should consider prioritising interview of Name Given	NCA Regional Advisor report dated 21/7/14	SIO Team 2		
The Review Team seek clarity as to whether the Gold Group and the proposed Strategic Management Group are one and the same thing or distinctly separate bodies? If the Strategic Management group is a new body how does it differ in form and function from the Gold Group and who will sit on it? Previous correspondence seen by the Review Team refers to strategic planning meetings and strategic command meetings. Are thes functions that sit within the Gold Group/Strategic Management Group or is there a distinction? Do the same core management personnel who attend Gold Group meetings also attend strategic planning meetings/strategic command meetings or is there a variation?	Review Officer Report dated 8 Oct 14 pertaining to Command & Control issues discussed at Gold Meeting of 29/8/14	Gold	The GOLD and Strategic Command are the same thing. I am trying to use terminology that is more relevant to a military environment. This will aid in communication with the MOD who, whilst not privi to the content, will understand its role without further requirement for explanation. Again planning and command are used to define the principle outcomes expected of a meeting. They are both functions of GOLD. No variation should take place in memebership but the remoteness of particiapants and the work commitments of senior staff may impact on attendance. Primarily this should be in person but may be VTC, Tele Coonference or by copying of minutes (in that order of preference).	**Request for Information**
Role of CO SIB Regiment RMP	Review Officer Report dated 8 Oct 14 pertaining to Command & Control issues discussed at Gold Meeting of 29/8/15	Gold		**Request for Information**
Review Team are provided with a copy of the *Role and Retention* policy for key roles in the investigation.	Review Officer Report dated 8 Oct 14 pertaining to Command & Control issues discussed at Gold Meeting of 29/8/16	Gold	The Role and Retention Policy has been subject of much debate with our manning (HR) department. We do not exercise the same control over manpower as a Chief Constable. I met with Manning on 15 Sep 14. In essence they have agreed that to meet the manning needs of NORTHMOOR all staff employed permanently on it will not be reassigned without first discussing it with HQ PM(A) and GOLD. Consideration will then be taken of the Operational, Personal and Career needs of the individual beofre any decision is made.	**Request for Information**
Review Team are provided with a copy of the *outline funding requirement* .	Review Officer Report dated 8 Oct 14 pertaining to Command & Control issues discussed at Gold Meeting of 29/8/17	Gold	Funding does not work in the same way for the Army as for Civil Police. We bid for bespoke activities or infrastructure projects to different Budget Holders. I have recognised this as being unsuiatble so PM(A) and I are mtg with the Department for Judicial Enagement Policy (DJEP) on 22 Oct 14 to ask for similar funding arrangements to that of IHAT i.e. one for all activity under the Op NAME.	**Request for Information**

Review Team are provided a copy of the document being produced by Lt Col McAllister in relation to explaining problems around the use of civil police and GSB systems.	Review Officer Report dated 8 Oct 14 pertaining to Command & Control issues discussed at Gold Meeting of 29/8/18	Gold	This has proved to be problematic. The document DPM(Inv)/02/05 Op NORTHMOOR - Command and Control lays out the roles of the parties. If this differs from UK CivPOI Gold then it is expalined in the document.	**Request for Information**
Review Team are provided a copy of the *Community Impact Assessment* document being prepared by Col Wassell.	Review Officer Report dated 8 Oct 14 pertaining to Command & Control issues discussed at Gold Meeting of 29/8/19	OIOC/Col Wassell		**Request for Information**
Review Team are provided with a copy of the *Recusal Policy (all ranks)* that is being produced by Maj Harvey.	Review Officer Report dated 8 Oct 14 pertaining to Command & Control issues discussed at Gold Meeting of 29/8/20	Maj Harvey	HQ PM(A) POLICY NOTE 004/11 DECLARING A CONFLICT OF INTEREST IN INVESTIGATIONS	**Request for Information**
SIO to consider the recruitment and retention of staff on Operation NORTHMOOR on individual merit and record in policy book with clear reasoning around the decision made.	Review Officer Report dated 8 Oct 14 pertaining to Command & Control issues discussed at Gold Meeting of 29/8/21	OIOC and SIO's	Individual SIO's to action	**RECOMMENDATION**

Recommendation	Publication	Responsibility	Action Taken	Comment
SIO to produce briefing note for ACPO (TAM) NCTT to circulate to UK CT Network.	NCA Regional Advisor report dated 21/7/14	N73	Op NORTHMOOR Briefing Note dated 2/9/14 emailed to NCTT on 3/9/14	
SIO consider recorded communication with Leigh Day & Co requesting further information to identify ELSINORE complainants.	NCA Regional Advisor report dated 21/7/14	Capt Wright	All correspondance between SIB Regt and LDC has been submitted to the MIR.	Latest correspondence with LDC was letter from HQ PM (A) dated 30 Sep 14.
Training of SIB investigators, Doctors and Mental Health professionals to ensure proper application of international standards when investigating allegations of torture.	NCA Regional Advisor report dated 26/09/2014	SIO Capt J Wright and DSIO N73	Training opportunities are being researched by personnel from Team 2.	Training is available through the EU Awareness Raising and Training for Istanbul Protocol (ARTIP).
A Policy File is started for each separate 'unlawful killing' investigation to record SIO strategies and important decisions.	NCA Regional Advisor report dated 26/09/2014	SIO Capt J Wright and DSIO N73	Policy files created 23 Sep 14	
Record primary objectives of investigation taking account of initial GOLD direction.	NCA Regional Advisor report dated 26/09/2014	SIO Capt J Wright	MLOEs recorded in policy	
Appointment of key team roles.	NCA Regional Advisor report dated 26/09/2014	SIO Capt J Wright	Team 1 divided into 2 x separate teams dealing with N50 and N6 allegations respectively. Each investigator has been assigned a specific role. Recorded in policy (N50 - 01/01)	
Produce a HOLMES policy reflecting the need for a classified document management system pending the suitable HOLMES coming on line.	NCA Regional Advisor report dated 26/09/2014	Name Given (Role Given)	In progress	
Devise appropriate investigative strategies to reflect Main Lines of Enquiry.	NCA Regional Advisor report dated 26/09/2014	SIO Capt J Wright and DSIO N73	In progress	
SIO to consider the recruitment and retention of staff on Operation NORTHMOOR on individual merit and record in policy book with clear reasoning around the decision made.	Review Officer Report dated 8 Oct 14 pertaining to Command & Control issues discussed at Gold Meeting of 29/8/21	SIO Capt Wright	Recent example of dealing with a recusal issue can be found within the following email 20141009_1011Z-OP_NORTHMOOR_RECUSAL_SIO_OS	**RECOMMENDATION**

Recommendation	Publication	Responsibility	Action Taken	Comment
SIO should consider prioritising interview of [redacted] Name Given.	NCA Regional Advisor report dated 21/7/14	To be actioned by Team 2 upon return from Afghanistan		Investigation into Name Given claims by TSoL/DJEP may prejudice RMP investigation.
Training of SIB investigators, Doctors and Mental Health professionals to ensure proper application of international standards when investigating allegations of torture.	NCA Regional Advisor report dated 26/09/2014	WO1 Hayes in conjunction with other SIO's and OIOC.		Training is available through the EU Awareness Raising and Training for Istanbul Protocol (ARTIP).
SIO to consider the recruitment and retention of staff on Operation NORTHMOOR on individual merit and record in policy book with clear reasoning around the decision made.	Review Officer Report dated 8 Oct 14 pertaining to Command & Control issues discussed at Gold Meeting of 29/8/21	WO1 Hayes		**RECOMMENDATION**

Recommendation	Publication	Responsibility	Action Taken	Comment
Training of SIB investigators, Doctors and Mental Health professionals to ensure proper application of international standards when investigating allegations of torture.	NCA Regional Advisor report dated 26/09/2014	Capt Robbins in conjunction with other SIO's and OIOC.		Training is available through the EU Awareness Raising and Training for Istanbul Protocol (ARTIP).
SIO to consider the recruitment and retention of staff on Operation NORTHMOOR on individual merit and record in policy book with clear reasoning around the decision made.	Review Officer Report dated 8 Oct 14 pertaining to Command & Control issues discussed at Gold Meeting of 29/8/21	SIO Capt Robbins		**RECOMMENDATION**