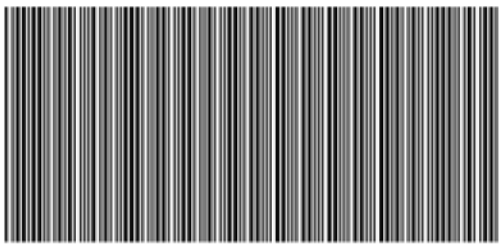
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RMP-221-0008851-A

Name Given (Army PM-IIA-Paralegal 2)

From: Martin Bottomley
Sent: 16 June 2025 17:43
To: Name Given
Subject: FW: Op Northmoor - Current issues
Attachments: Northmoor issues July 2016.docx

As previous email.

From: Martin Bottomley
Sent: 07 July 2016 12:43
To: 'NORTHMOOR TEAM-HQ-GoldComd (McAllister, John Lt Col)' <Contact Details
Contact Details>
Cc: Russ Jackson <Contact Details>
Subject: Op Northmoor - Current issues

Hi John,

Further to the last Gold meeting myself and Russ attended, I have asked a member of my team to prepare the attached briefing paper for you to consider.
Bearing in mind your intention to retire shortly, we both think it would be beneficial if we were to arrange a meeting between yourself, your replacement and Col Morrison (?) to discuss the issues we have highlighted therein.

Please let me know your thoughts on how we should progress this.

The attached document charts the involvement we have had with Northmoor from May 2015 to date. Essentially, the briefing paper takes stock of what we have been able to contribute so far, how our initial Terms of Reference are now in need of a refresh and concerns we raised at the meeting on 6th June 2016 which we thought it appropriate to raise in writing as a courtesy and for further development/discussion.

We recognise that Northmoor is a very unusual, resource intensive case and that you are operating in an incredibly difficult environment. You have had considerable obstacles to overcome, not least with recruiting appropriately skilled and experienced staff, location of the MIR and secrecy issues. The investigation is extremely complex and demanding in so many ways and most crucially has national public interest and security issues attached. It is for these latter reasons above all that we consider our independent views need to be shared with you formally. Albeit we are advising you from a civilian police perspective, we feel the issues noted are transferable to your environment, even though you are working under much more difficult conditions than we normally operate in. Clearly I cannot go into too much detail in this e-mail, but I am certain you will get the gist of what I am alluding to.

Our main concerns in brief are listed as follows:

The role of Gold and the inherent risks in this role collapsing into an OIOC or SIO decision making role;
Continuity of staff, particularly at Gold and OIOC level;
The critical role of the Team 1 SIO, (enduring continuity and appropriately experienced) leading a Cat A + plus murder with huge national security implications and organisational risk;
Support to Team 1 SIO (PIP 4 and/or bespoke review);
Regularity and structured agenda of fully minuted Gold Meetings;
Clearly defined terms of reference for each senior role and each strand of the overall Operation;
Decision making of Team 1 SIO in relation to declaration of suspect status and rationale for allowing 'suspect' to remain operational, apparently without full appreciation of attendant risk in not notifying appropriate higher authorities;
Potential for independent panel to assess risk attached to minor complaints (and disposal thereof); and
HOLMES set up – trained but inexperienced staff; not co-located with SIOs.

Can I conclude by emphasising that we remain fully committed to reviewing the elements of Operation Northmoor you wish us to look at, nevertheless I believe now is an opportune time to clarify our role and re-write our terms of reference, if we are to add value and the independent advisory element from a civilian police perspective.

Regards and Best Wishes in your retirement, but we would hope to meet to discuss all of the above and attached further when convenient,

Martin
Martin Bottomley
Force Review Officer
Nexus House
Alexandria Drive
Ashton under Lyne
OL7 0QP

From: NORTHMOOR TEAM-HQ-GoldComd (McAllister, John Lt Col) [Contact Details
Contact Details
Sent: 27 June 2016 10:17
To: 'WILLIAMSON, Paul'; Martin Bottomley
Subject: 20160627_Resignation_McAllister-GOLD

Paul/Martin,

Wanted to let you personally. You are both aware that I resigned. Initially I would have been here until Christmas but have decided to leave early. I will now be out in September.

My replacement will be John Harvey and I will manage the hand over to him in August.

Will discuss the finer points when we next speak.

John

Lieutenant Colonel John McAllister | SO1 Investigations

Headquarters Provost Marshal (Army), 2nd Floor Zone 5, Ramillies Building, Marlborough Lines, Monxton Road, Andover, Hampshire SP11 8HJ

Contact Details

To contact the police in an emergency call 999 or to contact Greater Manchester Police for a less urgent matter call 101.
For the latest news and information about your Neighbourhood Policing Team visit www.gmp.police.uk.
You can also follow us on Twitter: www.twitter.com/gmpolice or find us on Facebook: www.facebook.com/GtrManchesterPolice , Flickr: www.flickr.com/gmpolice1 or YouTube: www.youtube.com/gmpolice

You can find your local policing team on social media at www.gmp.police.uk/socialmedia.
Download our smartphone app from the App Store or Google Play www.gmp.police.uk/apps

This e mail carries a disclaimer, a copy of which may be read at:

http://www.gmp.police.uk/emaildisclaimer

RESTRICTED

To: Lt Colonel John McAllister RMP ([redacted]**)**

6th July 2016

CC: Det Ch. Supt R Jackson (RJ) (GMP), Mr M Bottomley (MB) (GMP), Mr M Crowley (GMP), Mr D Pinder (GMP), Det Supt. P Williamson (NCA)

Key review milestones

- **21/05/14** - TOR and Memorandum of Understanding agreed;
- **26/06/14** –Briefing at Bulford, Operation Northmoor was presented as a five phase process to review, identify, investigate, refer and case manage. GMP received a comprehensive briefing pack and HOLMES access;
- **30/06/14** - GMP provided initial advice in relation to:
    - Establishing exactly what you were dealing with;
    - Considering reasonableness;
    - Methodologies for securing evidence/data/documents;
    - Investigative independence;
    - Securing resources;
    - Developing a media strategy; and
    - Independent assessment panels.

- **July 2014** – Email exchange regarding resourcing, media and complainant details. Two GMP staff visited Northmoor to undertake research/establish context on investigative structure, resources, the role of Leigh Day, media strategy, role of the SMT/Gold Group, document recovery, MIR location and independent oversight panels. You provided a draft investigative plan, the DPM report, an RAF report, a draft media strategy and a PP presentation made to your Gold Group.
- **23/07/14** – GMP team met to discuss recommendations made to Northmoor by the PIP4 advisor on 21/07/14. GMP requested copies of Northmoor Gold minutes for 18/07/14 and received a 'Record of Decisions' from that meeting on 28/07/14
- **31/07/14** – MB emailed regarding changes to the command structure of Northmoor, the role of an OIOC, Gold Group functions/structure, MB's attendance at Gold meetings and the potential for overlap between the roles of the NCA PIP4 advisor and the GMP Review Team. A key point was clarification around how GMP could best assist Northmoor bearing in mind what was perceived to be a lack of clearly defined investigative strategies at that time. MB listed some requests and recommendations in

an email and it was clear that you shared some of our concerns and would take action to address them. You emailed to this effect on 05/08/14.

- **11/08/14** – MB attended a Strategic Management Group meeting at Campion Lines and following this briefed GMP team on 12/08/14, as follows.
    - This was a strategic planning meeting (as opposed to a Gold meeting) although this is probably semantics;
    - Not all Gold meetings have been minuted;
    - The structure of Northmoor and the role of the PIP4 advisor had been clarified;
    - Newly appointed OIOC, Major Ward was inexperienced in this role;
    - There was slow progress dealing with Leigh Day and Co. ; and
    - The GMP Review Team has been asked to focus on a review of the strategic structure and management of Northmoor.

- **August 2014** - GMP undertook a review of the strategic structure and management of Operation Northmoor and provided 11 recommendations and six requests for further information

  Ref: Review of strategic structure and management processes Op. Northmoor

- **18/08/14** – MB emailed our review report and made the following additional suggestion:

  It is considered good practice that the list of recommendations and information requests are monitored and audited by the appropriate SIO, who should ensure that a response is noted on what will be a living document.

- **19/08/14** - You confirmed that the relevant Northmoor SIOs had been tasked to respond to our recommendations and data requests;
- **27/08/14** – A video conference took place during which RJ and MB advised on recusal issues and the value of Independent Advisory Groups (IAGs) within a civil policing framework and how a similar arrangement might benefit Northmoor;
- **29/08/14** – The GMP Review Team participated in a video conference to discuss:
    - Strategic aims of Northmoor;
    - Detainee releases;
    - Relocation of the MIR;
    - Separating civil claims from the criminal investigation;
    - Community Impact Assessment;
    - Media strategy;
    - Ministerial Briefings;

- Recusal;
- Independent Advisory Groups
- IHAT prioritisation matrices;
- Role of the Service Prosecuting Authority;
- Recommendations and SIO responses; and
- Differences in civil/military police interpretation of the GSB structure.

- **02/09/14** – GMP requested further documents relating to the role and retention policy, an outline funding requirement, the recusal policy, a Community Impact Assessment, the military interpretation of the G/S/B structure and a copy of the record of decisions from the Gold meeting on 29/08/14. Although GMP received a response, this did not address all the points outlined.

- **17/09/14** – GMP were sent a further document proposing a revised strategic, operational and tactical structure for Northmoor. GMP were still awaiting sight of a number of critical documents to enable us to finalise our review of the strategic management of the Northmoor investigation and as a consequence GMP produced a second report (relating to Command and Control issues). This report contained one additional recommendation and twelve requests for documents/information

  Ref: Report in relation to Command and Control and issues discussed at the Gold meeting on 29th August 2014

- **08/10/14** – You acknowledged receipt and advised that you would arrange for us to be copied into a 'recommendations spreadsheet' produced by your team which GMP subsequently received. This document was intended to be a living document listing all recommendations and requests for information (including those made by the PIP4 advisor).
- **04/11/14** – It was apparent that there were gaps in relation to the response to some recommendations and information requests and GMP were unclear whether others had been fully considered/addressed because the recommendations and requests themselves had either been abbreviated or combined on the spreadsheet. (*Recommendation 11 from GMP report dated 15th August 2014 appears to have been missed off the document.) To date GMP have not received an updated version of the spreadsheet.
- **06/11/14** – GMP participated in a video conference discussing:
  - A dedicated RMP prosecutor;
  - Funding & budgets;

- Establishment and composition of an IAG;
- Strategic & tactical update from the OIOC;
- R v Hussain;
- Typing service logistics;
- Media strategy and FOI applications to RMP;
- Community Impact Assessment;
- Resourcing;
- Re-location of the MIR;
- Role of the NCA PIP 4;
- Weekly meetings between the OIOC and the SIOs; and
- Logistics/security in Afghanistan.

- **3/02/15** – The GMP review Team were made aware of frustrations in progressing Northmoor as a consequence of perceived delays in securing resources and a budget/authority to re-locate the Northmoor MIR.
- **09/03/15** – GMP visited Campion Lines and were briefed by the respective SIOs and by Brigadier Warren regarding strategic resourcing issues. GMP also visited IHAT to assess their investigative processes.
- **15/04/15** – GMP liaised with the PIP4 advisor in relation to Case Review Panels set up to review discontinuance decisions on individual investigations within the Northmoor portfolio.
- **08/09/15** – MB attended a Northmoor meeting in Salisbury after which MB emailed some concerns around the following issues:
  - The lack of a dedicated OIOC for Northmoor;
  - Slippage in weekly team meetings;
  - The need for regular Gold meetings; and
  - Continued PIP4 support and independent input from the GMP Review Officer.

- **10/09/15** – You acknowledged the email and concurred with advice to address these issues.
- **More recently -** You have referred two decisions from Northmoor Case Review Panels to MB and MB has agreed with the panel decisions in both cases, on the basis of the information presented.
- **May 2014 to the present** – GMP has maintained liaison with the PIP4 advisor and been copied into his reports outlining developments in relation to Northmoor. These reports have also included recommendations and observations which GMP would expect to

have been added to the living document spreadsheet but we are uncertain as to whether this has happened.

From the perspective of the GMP review team there is great value in maintaining a living document of recommendations and information requests because it enables us to remain current on SIO's responses to recommendations and ensures that requests for documents have been addressed. To date we have not received any updates to the spreadsheet document. Being unsighted on updates, we are therefore unable to comment on how the investigation has responded to these recommendations.

Furthermore, RJ and MB have discussed some additional concerns arising out of the Strategic Management Group meeting on 6th June 2016. These include:

- Turnover/continuity of senior staff engaged on Operation Northmoor;
- Consideration of a review of the HOLMES database to confirm MIRSAP compliance; (We understand this may be undertaken when the MIR is fully functional in its new location);
- Consideration of a further review of the strategic management of the investigation, in particular the status of the Gold Commander which sometimes seems to present as a risk of collapsing into an SIO decision making role;
- A review of the role of the PIP4 advisor;
- Clarification around the role and methodology of the Case Review Panel as the vehicle for deciding on case discontinuance;
- The absence of fully independent (non-military/police) representation on the Case Review Panel;
- The current structure of Northmoor and in particular how the investigation has developed into a two stranded process and what the strategic and tactical issues facing the teams are. For example:
    - Team 1 under the command of Captain Wright is investigating highly sensitive murder allegations. It is unclear to us as to what extent referral to legal decision makers been considered, bearing in mind there are potential national security, operational sensitivity and organisational reputation and credibility risks inherent in this team's work;
    - Is the strategic command structure for what would be classified as a Cat A+ murder investigation (including the SIO role) appropriate;
    - Does this team require a designated PIP 4;

- Some concerns (potentially through lack of our understanding and knowledge) around the pace of the investigation being conducted by Team 1 and in particular the SIO decisions and rationale in relation to declaring suspects, whether a comprehensive suspect strategy has been devised (and related media and community impact assessment strategies) and time scales for potential arrests;
- What if any systemic issues have been identified by Team 2 and how are these being managed in terms of national security, operational sensitivity and organisational reputation and credibility;
- Have any issues been identified in relation to the work of Team 3 (ahead of a HOLMES database review) and if so how are these being managed in terms of national security, operational sensitivity and organisational reputation and credibility;

Finally we are of the view that our current TOR need to be reconsidered by the commissioning Officer (PM-A) for Operation Northmoor on the basis that they no longer reflect the current direction of the investigation nor do they adequately reflect the role of the GMP Review team. Whilst we firmly believe that our involvement as an independent review element can continue to add value to Operation Northmoor we also feel that our Terms of Reference should reflect the need for our involvement to be achievable, realistic, tangible and above all, of benefit to the investigation.

You may consider it useful for us to meet to address the points raised in this briefing paper and RJ and MB look forward to discussing these matters with you (and/or your successor) when you have had the opportunity to read and digest the content.

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Greater Manchester Police

Review of Operation Northmoor

Schedule of Recommendations (Appendix) v1

**Please complete to indicate whether individual recommendations are accepted or rejected & return to GMP Major Crime Review Team*

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No	GMP Review Team Recommendation	GMP Document Reference	Date Sent To RMP	Recommendation Accepted / Rejected by RMP	Brief Rationale For RMP decision	Date Returned
1	That the RMP produce and register the minutes for all Operation Northmoor Gold meetings on HOLMES.	Review of strategic structure and management processes Operation Northmoor **Para 2.7**	15/08/14			
2	That the RMP formally record details of the Gold Group structure and provide confirmation of the membership and their roles.	Review of strategic structure and management processes Operation Northmoor **Para 2.9**	15/08/14			
3	That the Gold Support Group agrees and records its terms of reference.	Review of strategic structure and management processes Operation Northmoor **Para 2.11**	15/08/14			
4	That the RMP consider and ratify the revised terms of reference for the PIP 4 NCA Adviser on Operation Northmoor.	Review of strategic structure and management processes Operation Northmoor **Para 3.2**	15/08/14			
5	That the OIOC produces terms of reference for his role on Operation Northmoor, seeks	Review of strategic structure and management processes Operation Northmoor	15/08/14			

No	GMP Review Team Recommendation	GMP Document Reference	Date Sent To RMP	Recommendation Accepted / Rejected by RMP	Brief Rationale For RMP decision	Date Returned
	ratification from the Gold Support Group and shares them with each Senior Investigating Officer at the earliest opportunity.	**Para 4.4**				
6	**That at the earliest opportunity the OIOC supports each SIO in the development and recording of the tactical investigative strategies for Teams 1-3.**	Review of strategic structure and management processes Operation Northmoor **Para 4.7**	15/08/14			
7	**That the OIOC gives urgent consideration to developing and implementing a robust, transparent and effective media strategy.**	Review of strategic structure and management processes Operation Northmoor **Para 5.8**	15/08/14			
8	**That resource management for Operation Northmoor is subject of urgent consideration to support the OIOC and SIOs to respond to the Gold direction for a prompt and effective investigation.**	Review of strategic structure and management processes Operation Northmoor **Para 6.6**	15/08/14			
9	**That the Operation Northmoor team re-locate to suitable and secure**	Review of strategic structure and management processes	15/08/14			

No	GMP Review Team Recommendation	GMP Document Reference	Date Sent To RMP	Recommendation Accepted / Rejected by RMP	Brief Rationale For RMP decision	Date Returned
	accommodation as a matter of urgency, to bring together resources in a premises that are suitable for the storage of classified material	Operation Northmoor **Para 6.9**				
10	**That the RMP considers the constitution of an independent panel on Operation Northmoor to test the scope and extent of individual elements of each investigation in order to provide focus as to what, if any, further action is necessary in each case.**	Review of strategic structure and management processes Operation Northmoor **Para 9.3**	15/08/14			
11	**That the RMP adopt a robust and transparent approach to engaging with Leigh Day to progress the interviews with claimants, and ensure that all the correspondence exchanged between Leigh Day and the RMP to progress these interviews is registered on HOLMES.**	Review of strategic structure and management processes Operation Northmoor **Para 10.7**	15/08/14			
12	**When each SIO considers the recruitment and retention of staff on**	Operation Northmoor Report in relation to Command & Control and	08/10/14			

No	GMP Review Team Recommendation	GMP Document Reference	Date Sent To RMP	Recommendation Accepted / Rejected by RMP	Brief Rationale For RMP decision	Date Returned
	Operation Northmoor, each case should be considered upon its own merit and recorded in the policy book with clear reasoning around the decision made.	issues discussed at the Gold Meeting 29/08/14 **Para 3.1.2**				
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No	GMP Review Team Recommendation	GMP Document Reference	Date Sent To RMP	Recommendation Accepted / Rejected by RMP	Brief Rationale For RMP decision	Date Returned
25						
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