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RECEIVERS INSTRUCTIONS					
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DOCUMENT SUMMARY					
Review of strategic structure and management processes for Op Northmoor by Martin Bottomley, Force Review officer. Contains recommendations.					
FAST / URGENT ACTION REQUIRED <small>(If YES compile ACTION précis below)</small>		YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>		RECEIVER	
				W02 HASLETT 29 AUG 2014 RMP (SIB) Signature	
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**Review of strategic structure and management processes
Operation Northmoor**

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	Contents	page
1	Introduction	3
2	Gold Support Group	3
3	PIP 4 / NCA Adviser	6
4	Officer in Overall Command	7
5	Media	9
6	Resource Management	11
7	Engagement with partners	13
8	Community Impact Assessment	13
9	Independent panel	14
10	Leigh Day / DOT complainants	15
	Appendix A	18
	List of Recommendations / Information Requests	

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1 Introduction

1.1 On Monday 11th August 2014, the Review Officer, Mr. Martin BOTTOMLEY, attended a strategic planning meeting with members of the Royal Military Police (RMP) to discuss Operation Northmoor. At this meeting the Review Officer was asked by Major HARVEY, deputising for the Gold Commander Lt. Colonel McALLISTER, to undertake a review of the *strategic structure and management processes* currently in place for Operation Northmoor.

Strategic
Planning
Meeting
11/08/14

1.2 This report will provide commentary in relation to strategic structure and management processes, and where it is considered appropriate recommendations are made that the RMP might wish to consider to support the structure and processes that are currently in place.

1.3 The Review Officer will also include within this report a number of formal recommendations, which have already been raised as observations to the RMP in two email communications sent to the Gold Commander Lt. Colonel McALLISTER in July 2014.

Emails from
Review Officer
to Lt Col
McAllister July
2014

1.4 The commentary and recommendations within this report are made with a caveat that the Review Team have not been sighted on all the material generated on Operation Northmoor, as will be reflected in the following sections, hence the Review Officer will also, where considered appropriate, request to be provided with documents and information that will assist his understanding of certain facts, and support the current phase of this review.

1.5 This review report should be registered on HOLMES, with due regard to disclosure under the Criminal Procedure and Investigations Act 1996.

2 Gold Support Group

2.1 In an email to Lt Colonel McALLISTER on the 11th July 2014, the Review Officer highlighted the importance of a Gold Support Group in effectively guiding and supporting the investigation team on Operation Northmoor.

Email from
Review Officer
to Lt Col
McAllister
11/07/14

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- 2.2 The Review Team are aware that a Gold structure for Operation Northmoor was in place in March 2014 and that meetings took place on 17/03/14 and 25/03/14 when there is reference to *Gold direction*. The Review Team have been sighted on the minutes of those two meetings.
- 2.3 A further document entitled *Record of Decisions from the Strategic Command Meeting for Operation Northmoor* has also been provided to the Review Team; this relates to a Gold meeting held on the 18th July 2014. There is no detail in that document in relation to specific discussion and this *record of decisions* paints a somewhat confusing picture to the uninitiated, as it appears to be a mixture of actions, decisions, considerations and agenda items. Record of Decisions for Op Northmoor Gold meeting held 18/07/14
- 2.4 The absence of any formal or structured minutes for the meeting on the 18th July 2014 is somewhat surprising given that it was at that meeting that Captain WRIGHT presented a newly proposed investigation plan for Operation Northmoor, in which he recommended a new command structure for the investigation, and made recommendations for the allocation of resources.
- 2.5 It is prudent to highlight the comment made by Detective Superintendent WILLIAMSON in his NCA Adviser's Report dated 30/06/14 in which he states that: *"It is considered imperative that the necessary Gold Group structure is implemented to ensure appropriate strategic direction of the investigation. These meetings should be properly minuted to ensure accountability and an auditable record of decision making."* NCA Regional Adviser Report dated 30/06/14 pg 4
- 2.6 In seeking to examine *strategic structure and management processes*, the Review Officer is seeking clarification from the RMP as to the dates when Gold Group meetings were held for Operation Northmoor, and he wishes to be sighted on any formal minutes for these meetings, beyond those documents cited above, relating to the meetings held on 17/03/14 and 25/03/14, and the *record of decisions* made on 18/07/14.
- 2.7 The Review Team has examined the HOLMES database for Operation

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Northmoor and could only find reference to the minutes for the Gold meetings held on 17/03/14 and 25/03/14; the Review Team would recommend the registration of all the minutes on HOLMES.

Recommendation

That the RMP produce and register the minutes for all Operation Northmoor Gold meetings on HOLMES.

Information Request

The Review Officer would like to be sighted on the dates of each Gold Group meeting held in relation to Operation Northmoor and to be provided with copies of any minutes recorded at those meetings, beyond those already provided for the Gold meetings held on 17/03/14, 25/03/14 and 18/07/14.

2.8 Given the recent changes in relation to the command structure and leadership on Operation Northmoor, the Review Officer would also recommend that the RMP formally record details of the Gold Group structure and provide confirmation of the membership and roles within Gold:

2.9 In making the following recommendation, the Review Officer is also aware that there is no record of any formal response to the recommendation made by Detective Superintendent WILLIAMSON in his NCA Regional Adviser's Report dated 21/07/14; in that report he makes a proposal for *essential* and *discretionary* membership of the Gold Group.

NCA Regional
Adviser report
dated 21/07/14
pg 4

Recommendation

That the RMP formally record details of the Gold Group structure and provide confirmation of the membership and their roles.

2.10 The Review Officer has also been sighted on a report by the NCA Regional Adviser dated 21/05/14 in which he states that consideration could be given to the following terms of reference for this group:

NCA Regional
Adviser Report
dated 21/05/14
pg 6-7

- Develop gold strategy;
- Identify and address any risks or potential areas of criticism

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regarding the incident, matters leading up to it or matters since it occurred;

- Address risks with regard to the investigation;
- Consider issues for the victims or suspects, family or families and community or communities through family liaison strategies and community impact assessments;
- Consider impacts to or from any other agency or public body;
- Consider the media requirements of the Ministry of Defence;
- Oversee, advise and, if necessary, direct the investigation and ensure access to expert advice;
- Consider the needs for resources to match the demands and meet appropriate requests;
- Identify any points for learning or change in operating policy;
- Ensure full records are kept of any meetings or decisions;
- Satisfy the requirements for disclosure;
- Consider emerging legal issues.

- 2.11 The Review Officer is not aware of any Gold Support Group terms of reference being produced and he believes that these should be considered in line with the previous recommendation at 2.9 above.

Recommendation

That the Gold Support Group agrees and records its terms of reference.

3 PIP 4 / NCA Adviser

- 3.1 The Review Officer has already highlighted to the Gold Commander Lt. Colonel McALLISTER that there is potential for confusion and overlap between the role of the Review Team and Detective Superintendent WILLIAMSON, the appointed PIP 4 Adviser. For example, in his report dated 21/07/14, Detective Superintendent WILLIAMSON proposes, subject to Gold ratification, that he, *quality assures the investigation strategy in liaison with OIOC, SIOs and MIR staff*. The terms of reference set for the Review Team also include a requirement to *review the initial investigative strategies*.

Email from
Review Officer
to Lt Col
McAllister
31/07/14

NCA Regional
Adviser Report
dated 21/07/14
pg 5

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- 3.2 The Review Officer has discussed the need for clarity of roles, and the potential for duplication of work with the PIP4 NCA Advisor Detective Superintendent WILLIAMSON, and it was agreed, subject to Gold ratification, that Detective Superintendent WILLIAMSON'S terms of reference be amended accordingly to clearly distinguish between the role of the PIP4 Adviser and that of the Review Officer. Detective Superintendent WILLIAMSON intends to amend his terms of reference and share them with the Gold Group.

Recommendation

That the RMP consider and ratify the revised terms of reference for the PIP 4 NCA Adviser on Operation Northmoor.

4 Officer in Overall Command

- 4.1 Whilst the document *Record of Decisions from the Strategic Command Meeting for Operation Northmoor* held on the 18th July 2014, includes no mention of the appointment of an Officer in Overall Command (OIOC), the Review Officer is aware that at that Gold meeting Major Gary WARD was identified as the OIOC in line with the Investigation Plan that Captain WRIGHT presented to Gold on that date.

Investigation
Plan by Capt.
Wright dated
16/07/14

- 4.2 The Review Team has been sighted on the Investigation Plan produced by Captain WRIGHT and it identifies the OIOC as being responsible to oversee strategic direction, command and control in a role that will also support the Senior Investigating Officers who would lead the three teams mentioned in the Investigation Plan:

Team 1 – Who would deal with unexplained deaths;

Team 2 – Who would deal with witness interviews; and

Team 3 – Who would deal with intelligence, research and evidence gathering

- 4.3 The role of the OIOC in providing support to *strategic structure and management processes* should not be underestimated, particularly in supporting each Senior Investigating Officer who, according to the

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Investigation Plan, each has a responsibility to develop their own strategies in line with the investigative streams for Teams 1-3.

- 4.4 The Review Officer would recommend that terms of reference are produced for the role of the OIOC, ratified by the Gold Support Group and shared with each Senior Investigating Officer at the earliest opportunity. An example of areas that could be included in terms of reference for the OIOC is mentioned in the NCA Adviser's Report dated 21/07/14.

NCA Regional
Adviser Report
dated 21/07/14
pg 5

Recommendation

That the OIOC produces terms of reference for his role on Operation Northmoor, seeks ratification from the Gold Support Group and shares them with each Senior Investigating Officer at the earliest opportunity.

- 4.5 The OIOC will clearly have a role in relation to *strategic structure and management processes*, particularly in supporting the three SIOs in developing their own investigative strategies; therefore, in line with the wishes of Gold for the prompt and effective investigation of allegations of abuse, the Review Officer would encourage the OIOC to support each SIO in the development and recording of tactical investigative strategies for Teams 1-3 at the earliest opportunity.

- 4.6 As reflected in the NCA Adviser's report dated 02/05/14, "*the SIO policy file should record all important strategic and tactical decisions made during the course of the investigation.*" The one SIO policy file produced by Captain WRIGHT up to 20/06/14 is focused mainly at a strategic level and contains little in relation to the recording of tactical investigative strategies, although the Review Officer does acknowledge that the SIO has been in dialogue with persons who will support the formulation of tactical strategy, such as a National Interview Adviser.

NCA Regional
Adviser Report
dated 02/05/14
pg 14

- 4.7 The recommendation below is made in recognition that in major investigations the SIO will usually feature at a 'silver' investigations level and is responsible for developing and co-ordinating the tactical plan in order to achieve the strategy set by gold. In this case, it is anticipated that

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in addressing the recommendation at 2.9 (confirmation of the membership and roles in Gold) that the OIOC will be identified as 'silver' (investigations), with the three SIOs acting as 'bronze' for the operational implementation of strategic and tactical decisions.

Recommendation

That at the earliest opportunity the OIOC supports each SIO in the development and recording of the tactical investigative strategies for Teams 1-3.

Information Request

The Review Officer would like to be sighted on the policy books for the OIOC and each SIO, containing tactical investigative strategies; to date he has seen Captain WRIGHT'S policy book up to 20/06/14; he also seeks confirmation that each policy book will be typed onto the HOLMES database to provide easy access during the review.

5 Media

- 5.1 In his NCA Adviser's Report dated 21/05/14, Det. Superintendent WILLIAMSON mentions that *"the SIO may wish to consider developing a comprehensive media strategy with a dedicated media manager"* in recognition there was likely to be a high level of international and political interest. **NCA Regional Adviser Report dated 02/05/14 pg 7**
- 5.2 The Review Officer also highlighted to the Gold Commander Lt. Colonel McALLISTER in an email sent in July 2014 that there was a potential for significant media interest and intrusion and that transparency would be key. **Email from Review Officer to Lt Col McAllister 11/07/14**
- 5.3 Captain WRIGHT has taken note of the comments made by the NCA Adviser and the Review Officer and in the Investigative Plan he presented to Gold on the 18th July 2014, he included a section specific to *Media Engagement* in which he recommended to Gold that *"professional media advice is sought to engage and explain the nature of Operation Northmoor and therefore provide an open and transparent approach."* **Investigation Plan by Capt. Wright dated 16/07/14**

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- 5.4 The Review Officer is aware from the *record of decisions* made at the Gold meeting on the 18th July 2014 that two actions were agreed, these being:
- *Consideration will be afforded for an approach to be made to DMC to establish an appointed media representative / advisor; and*
 - *Assistance is sought on the views of NCA for the appointment of an external media representative.*
- Record of decisions for Op Northmoor Gold meeting held 18/07/14
- 5.5 The only media strategy document on which the Review Officer has been sighted is one dated the 24th June 2014, which effectively proposes the provision of a reactive holding statement and references the SIO as a point of contact for requests for information from the media. Whilst there is some acknowledgement for proactive media tasking and transparency these concepts are not developed in detail.
- Media Strategy document dated 24/06/14
- 5.6 It is the view of the Review Officer that this strategy recorded on 24/06/14 is unrealistic based on the scope, scale and potential public and political interest in Operation Northmoor. Whilst it is acknowledged that there has been little media interest to date this situation will undoubtedly (and potentially unexpectedly) change in the future.
- 5.7 There are several further proposals in Detective Superintendent WILLIAMSON'S NCA report dated 21/07/14 to address perceived shortcomings in the media strategy including: (a) the discretionary attendance of a MOD media manager at future Gold meetings, (b) the identification of a media lead for the investigation and (c) the involvement of the National Crime Agency Media Office in an advisory capacity to the investigation.
- NCA Regional Adviser Report dated 21/07/14 Pages 5 and 8
- 5.8 The Review Officer invites the OIOC to give urgent consideration to developing and implementing a robust, transparent and effective media strategy (including the proposals in Superintendent WILLIAMSON'S report) which serves the needs of the investigation in its current phase and which contains appropriate contingencies for addressing future investigative developments and increased media interest going forward.

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Recommendation

That the OIOC gives urgent consideration to developing and implementing a robust, transparent and effective media strategy.

6 Resource Management

- 6.1 In his email to Lt. Colonel McALLISTER on the 11th July 2014, the Review Officer states that there may be a risk to the prompt and effective investigation of allegations if sufficient skilled resources, with a tenure policy of the full investigation, are not made available to the SIO. Email from Review Officer to Lt Col McAllister 11/07/14
- 6.2 The NCA Adviser also recognised the significance of resource management in his report dated 02/05/14. He stated: NCA Regional Adviser Report dated 02/05/14 pg 6
“To ensure that the directions provided by Gold are met by the SIO, especially a ‘prompt and effective’ investigation, it is considered essential that the agreed resources are brought on line and made available to the SIO as a matter of urgency...”
- 6.3 In his report on 30/06/14, the NCA Adviser also highlighted that *“there are at present insufficient resources to ensure a ‘prompt and effective’ investigation.”* NCA Regional Adviser Report dated 30/06/14 pg 5
- 6.4 In his Investigation Plan presented to Gold on the 18th July 2014, when proposing changes to command structure, Captain WRIGHT mentioned the requirement for additional resources to support the plan. The *record of decisions* from that Gold meeting included the following: Investigation Plan by Capt. Wright dated 16/07/14
- *A near immediate decision is required on whether to deploy bespoke teams to Afghanistan to interview victims / witnesses or to delay the return of current personnel and for them to conduct the interviews whilst in situ.* Record of decisions for Op Northmoor Gold meeting held 18/07/14
 - *Provision of 4 Coy, SIB Regt in its entirety to support the Op.*
- 6.5 In his NCA Adviser’s Report dated 21/07/14, Detective Superintendent WILLIAMSON states: *“In accordance with discussions and Gold instructions of 18/07/2014 Captain WRIGHT will submit a revised resource requirement for Operation Northmoor to Gold.”* NCA Regional Adviser Report dated 21/07/14 pg 6

RESTRICTED

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- 6.6 As reflected above, resource management remains a key issue and it will be essential to the prompt and effective progress of this investigation. As a consequence, the Review Officer makes the following recommendation.

Recommendation

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.

Information Request

The Review Officer would like to be sighted on a ratified record of the composition of Teams 1-3, and the MIR staff deployed on the HOLMES account for Operation Northmoor.

- 6.7 The NCA adviser had also expressed concern over proposals to accommodate intelligence staff as well as additional enquiry team staff in other establishments a significant distance away from the Major Incident Room, highlighting that *“the briefing and day to day management of inexperienced staff at remote locations will be highly problematic and will hinder an effective investigation. The SIO may wish to consider identifying more suitable accommodation via Gold.”* In an email to Lt. Colonel McALLISTER on 11/07/14, the Review Officer also raised this as an issue of concern.

NCA Regional
Adviser Report
dated 30/06/14
pg 5

Email from
Review Officer
to Lt Col
McAlister
11/07/14

- 6.8 At the strategic planning meeting held on the 11th August 2014, the Review Officer was made aware of the potential to relocate the MIR to suitable accommodation in Portsmouth, to co-locate resources and to provide **suitably cleared** accommodation to cater for the recovery of **classified** material that Special Forces in Afghanistan are currently reluctant to release to the RMP. Special Forces will not release **this** material until there is some assurance that this material will be stored securely at suitable premises; Campion Lines, where the MIR is currently based, is considered to be unsuitable.

Strategic
Planning
Meeting
11/08/14

- 6.9 The Review Officer believes that the need to re-locate should be

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progressed as a matter of urgency to support an effective investigation and also in light of the discussion at the strategic planning meeting on [REDACTED] the UKSF withdrawal from Afghanistan [REDACTED] and it may be their policy to destroy [REDACTED] classified material whilst they remain in theatre; their objective being to reduce / prevent any potential loss of sensitive data in transit. The implications for Operation Northmoor are that data that might be relevant to the investigation could be lost.

Recommendation

That the Operation Northmoor team re-locate to suitable [REDACTED] accommodation as a matter of urgency, to bring together resources in a premises that are suitable for the storage of [REDACTED] classified material.

7 Engagement with partners

7.1 The Review Officer is aware of comments made by Detective Superintendent WILLIAMSON in his NCA Adviser's Report dated 02/05/14 in which he alludes to engagement with partners. In that report Det. Superintendent WILLIAMSON lists a number of partners and states: *"There are host of other partners that will need an effective engagement plan."*

NCA Regional
Adviser Report
dated 02/05/14
pg 9

7.2 Information Request

The Review Officer is seeking clarity in relation to whether *an effective engagement plan* with partners is in place and if so he would like to be sighted on any recorded strategy that relates to this plan.

8 Community Impact Assessment

8.1 The Review Officer recognises the value of completing a Community Impact Assessment (CIT) in order to consider the adverse effect on the community and public confidence, and to seek to address any concerns / tension.

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- 8.2 The NCA Adviser's Report of 21/05/14 also comments on the CIA as a "strategic means of considering the extent of any adverse effects on communities and recording what actions are taken to minimise and manage or control the impact from a military and partnership perspective thereby maintaining confidence." NCA Regional Adviser Report dated 21/05/14 pg 10
- 8.3 The Review Officer is aware that Colonel WASSELL is the appointed CIA Lead and that there has been engagement with the ACPO (TAM) National Community Tension Team (NCTT); a number of actions have been agreed including one for Captain WRIGHT to prepare a confidential briefing note for ACPO (TAM) NCTT. NCA Regional Adviser Report dated 21/07/14 pg 8
- 8.4 **Information Request**
The Review Officer is seeking clarity in relation to whether there is a recorded Community Impact Assessment and if so he would like to be sighted on the recorded CIA.
- 9 **Independent panel**
- 9.1 The Review Officer has already suggested to the Gold Commander that it might, at the appropriate time, be worth considering the constitution of a panel, with a significant independent element, to provide some assistance in assessing each complaint / investigation by applying a 'reasonableness' test to the scope and extent of individual elements of each investigation, which might provide focus as to what, if any, further action is necessary in each case. Email by Review Officer to Lt Col McAllister 11/07/14
- 9.2 Whilst not entirely in the same vein, the NCA Adviser has also alluded to an assessment process being adopted by the Iraq Historic Allegations Team; in his report dated 30/06/14, under *Intelligence and Information Management* he states: "the Iraq Historic Allegations Team have adopted a process for 'Pre Investigation Assessment' and Tactical Tasking and Co-ordination and the SIO may wish to consider adopting any identified good practice to the requirements of Operation Northmoor." NCA Regional Adviser Report dated 30/06/14 pg 6

RESTRICTED

RESTRICTED

- 9.3 The Review Officer believes that the constitution of an independent panel to test the scope and extent of individual elements of each investigation might provide focus as to what, if any, further action is necessary in each case. The formation of such a panel could be considered by the Gold Support Group if deemed appropriate.

Recommendation

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.

10 **Leigh Day / DOT complaints**

- 10.1 The Review Officer was conscious of the early direction given by Gold for “*the prompt and effective allegations of abuse*” and that the freedom of movement to conduct investigative activity will become increasingly difficult ahead of the withdrawal from Afghanistan during the latter half of 2014. It was as a consequence of this that the Review Officer suggested that the following should be completed with some urgency:

Email from
Review Officer
to Lt Col
McAllister
11/07/14

- *The interview of those persons still in custody in Afghanistan. (Learning from Danny Boy review – interviews were not conducted until immediately prior to the transfer of detainees into Iraqi custody. Consequently they were poorly planned and executed and of little evidential benefit).*
- *The obtaining of detailed information from Leigh Day in relation to each claimant/complainant, leading to interview. We consider it axiomatic that there should be considerable onus on Leigh Day to assist and enable this process.*

- 10.2 The Review Officer was made aware at the strategic planning meeting on the 11th August 2014 that plans are in place for the Officer in Overall Command (OIOC) to travel to Parwan to progress the interviews with the 34 Afghan complainants who remain in detention, hence no recommendation is made here to progress the interview of these

Strategic
Planning
Meeting
11/08/14

RESTRICTED

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detainees; however, the position in relation to the progress of the Leigh Day complaints remains less clear.

- 10.3 At the strategic planning meeting on the 11th August the Review Officer recommended a robust approach to progress the Leigh Day complainants, mindful of the fact that since the original allegations were made by Leigh Day in June and September 2013 there seemed to have been little progress made in relation to early evidence recovery and interviews of witnesses / claimants. Letters from Leigh Day to Treasury Solicitors dated 07/06/13 & 25/09/13
- 10.4 It appeared to the Review Officer that more emphasis was being placed on the construction of a 'gold standard' model of operating based on IHAT (Iraqi Historic Allegations Team), to deal with the potential for many more allegations, rather than dealing with the 'here and now.' The Review Officer believed that the balance was weighed too much on planning for the future at the expense of investigating current allegations. Email from Review Officer to Lt Col McAllister 11/07/14
- 10.5 The Review Officer has been sighted on *mature assessment* documents produced by Captain WRIGHT on 06/06/14 and 20/06/14, which refer to contact with Leigh Day to request a meeting "*in an effort to obtain further information regarding the identity and content of claimant's allegations.*" The mature assessment dated 20/06/14, refers to a response being received from Leigh Day on 18/06/14 "*agreeing in principle*" to a meeting. Capt. Wright's mature assessments dated 06/06/14 & 20/06/14
- 10.6 At the time of writing, the correspondence exchange between the RMP and Leigh Day is not registered on the HOLMES database for Operation Northmoor and the only correspondence that the Review Officer has seen in relation to Leigh Day relates to two letters they sent to Treasury Solicitors in June and September 2013 that set out the allegations of abuse.
- 10.7 The Review Officer would recommend that a robust and transparent approach is taken to engaging with Leigh Day to progress the interviews with claimants, and that all the correspondence exchanged between Leigh Day and the RMP to progress these interviews should be registered on HOLMES.

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Recommendation

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.

Information Request

The Review Officer would like to be provided with all the correspondence exchanged to date between Leigh Day and the RMP.

**Martin Bottomley
Force Review Officer
15th August 2014**

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Appendix A

List of Recommendations / Information Requests

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	Recommendations	Para
1	That the RMP produce and register the minutes for all Operation Northmoor Gold meetings on HOLMES.	2.7
2	That the RMP formally record details of the Gold Group structure and provide confirmation of the membership and their roles.	2.9
3	That the Gold Support Group agrees and records its terms of reference.	2.11
4	That the RMP consider and ratify the revised terms of reference for the PIP 4 NCA Adviser on Operation Northmoor.	3.2
5	That the OIOC produces terms of reference for his role on Operation Northmoor, seeks ratification from the Gold Support Group and shares them with each Senior Investigating Officer at the earliest opportunity.	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.	4.7
7	That the OIOC gives urgent consideration to developing and implementing a robust, transparent and effective media strategy.	5.8
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.	6.6
9	That the Operation Northmoor team re-locate to suitable [REDACTED] accommodation as a matter of urgency, to bring together resources in a premises that are suitable for the storage of [REDACTED] classified [REDACTED] material.	6.9

RESTRICTED

RESTRICTED

- 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. 9.3
- 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. 10.7

Information Requests

- 1 The Review Officer would like to be sighted on the dates of each Gold Group meeting held in relation to Operation Northmoor and to be provided with copies of any minutes recorded at those meetings, beyond those already provided for the Gold meetings held on 17/03/14, 25/03/14 and 18/07/14. 2.7
- 2 The Review Officer would like to be sighted on the policy books for the OIOC and each SIO, containing tactical investigative strategies; to date he has seen Captain WRIGHT'S policy book up to 20/06/14; he also seeks confirmation that each policy book will be typed onto the HOLMES database to provide easy access during the review. 4.7
- 3 The Review Officer would like to be sighted on a ratified record of the composition of Teams 1-3, and the MIR staff deployed on the HOLMES account for Operation Northmoor. 6.6
- 4 The Review Officer is seeking clarity in relation to whether *an effective engagement plan* with partners is in place and if so he would like to be sighted on any recorded strategy that relates to this plan. 7.2
- 5 The Review Officer is seeking clarity in relation to whether there is a recorded Community Impact Assessment and if so he would like to be sighted on the recorded CIA. 8.4

RESTRICTED

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6 **The Review Officer would like to be provided with all the** 10.7
correspondence exchanged to date between Leigh Day and the RMP.

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RESTRICTED



**Review of strategic structure and management processes
Operation Northmoor**

RESTRICTED

RESTRICTED

	Contents	page
1	Introduction	3
2	Gold Support Group	3
3	PIP 4 / NCA Adviser	6
4	Officer in Overall Command	7
5	Media	9
6	Resource Management	11
7	Engagement with partners	13
8	Community Impact Assessment	13
9	Independent panel	14
10	Leigh Day / DOT complainants	15
	Appendix A	18
	List of Recommendations / Information Requests	

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1 Introduction

1.1 On Monday 11th August 2014, the Review Officer, Mr. Martin BOTTOMLEY, attended a strategic planning meeting with members of the Royal Military Police (RMP) to discuss Operation Northmoor. At this meeting the Review Officer was asked by Major HARVEY, deputising for the Gold Commander Lt. Colonel McALLISTER, to undertake a review of the *strategic structure and management processes* currently in place for Operation Northmoor.

Strategic
Planning
Meeting
11/08/14

1.2 This report will provide commentary in relation to strategic structure and management processes, and where it is considered appropriate recommendations are made that the RMP might wish to consider to support the structure and processes that are currently in place.

1.3 The Review Officer will also include within this report a number of formal recommendations, which have already been raised as observations to the RMP in two email communications sent to the Gold Commander Lt. Colonel McALLISTER in July 2014.

Emails from
Review Officer
to Lt Col
McAllister July
2014

1.4 The commentary and recommendations within this report are made with a caveat that the Review Team have not been sighted on all the material generated on Operation Northmoor, as will be reflected in the following sections, hence the Review Officer will also, where considered appropriate, request to be provided with documents and information that will assist his understanding of certain facts, and support the current phase of this review.

1.5 This review report should be registered on HOLMES, with due regard to disclosure under the Criminal Procedure and Investigations Act 1996.

2 Gold Support Group

2.1 In an email to Lt Colonel McALLISTER on the 11th July 2014, the Review Officer highlighted the importance of a Gold Support Group in effectively guiding and supporting the investigation team on Operation Northmoor.

Email from
Review Officer
to Lt Col
McAllister
11/07/14

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2.2 The Review Team are aware that a Gold structure for Operation Northmoor was in place in March 2014 and that meetings took place on 17/03/14 and 25/03/14 when there is reference to *Gold direction*. The Review Team have been sighted on the minutes of those two meetings.

2.3 A further document entitled *Record of Decisions from the Strategic Command Meeting for Operation Northmoor* has also been provided to the Review Team; this relates to a Gold meeting held on the 18th July 2014. There is no detail in that document in relation to specific discussion and this *record of decisions* paints a somewhat confusing picture to the uninitiated, as it appears to be a mixture of actions, decisions, considerations and agenda items.

Record of
Decisions for
Op Northmoor
Gold meeting
held 18/07/14

2.4 The absence of any formal or structured minutes for the meeting on the 18th July 2014 is somewhat surprising given that it was at that meeting that Captain WRIGHT presented a newly proposed investigation plan for Operation Northmoor, in which he recommended a new command structure for the investigation, and made recommendations for the allocation of resources.

2.5 It is prudent to highlight the comment made by Detective Superintendent WILLIAMSON in his NCA Adviser's Report dated 30/06/14 in which he states that: "*It is considered imperative that the necessary Gold Group structure is implemented to ensure appropriate strategic direction of the investigation. These meetings should be properly minuted to ensure accountability and an auditable record of decision making.*"

NCA Regional
Adviser Report
dated 30/06/14
pg 4

2.6 In seeking to examine *strategic structure and management processes*, the Review Officer is seeking clarification from the RMP as to the dates when Gold Group meetings were held for Operation Northmoor, and he wishes to be sighted on any formal minutes for these meetings, beyond those documents cited above, relating to the meetings held on 17/03/14 and 25/03/14, and the *record of decisions* made on 18/07/14.

2.7 The Review Team has examined the HOLMES database for Operation

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Northmoor and could only find reference to the minutes for the Gold meetings held on 17/03/14 and 25/03/14; the Review Team would recommend the registration of all the minutes on HOLMES.

Recommendation

That the RMP produce and register the minutes for all Operation Northmoor Gold meetings on HOLMES.

Information Request

The Review Officer would like to be sighted on the dates of each Gold Group meeting held in relation to Operation Northmoor and to be provided with copies of any minutes recorded at those meetings, beyond those already provided for the Gold meetings held on 17/03/14, 25/03/14 and 18/07/14.

2.8 Given the recent changes in relation to the command structure and leadership on Operation Northmoor, the Review Officer would also recommend that the RMP formally record details of the Gold Group structure and provide confirmation of the membership and roles within Gold.

2.9 In making the following recommendation, the Review Officer is also aware that there is no record of any formal response to the recommendation made by Detective Superintendent WILLIAMSON in his NCA Regional Adviser's Report dated 21/07/14; in that report he makes a proposal for *essential* and *discretionary* membership of the Gold Group.

NCA Regional
Adviser report
dated 21/07/14
pg 4

Recommendation

That the RMP formally record details of the Gold Group structure and provide confirmation of the membership and their roles.

2.10 The Review Officer has also been sighted on a report by the NCA Regional Adviser dated 21/05/14 in which he states that consideration could be given to the following terms of reference for this group:

NCA Regional
Adviser Report
dated 21/05/14
pg 6-7

- Develop gold strategy;
- Identify and address any risks or potential areas of criticism

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regarding the incident, matters leading up to it or matters since it occurred;

- Address risks with regard to the investigation;
- Consider issues for the victims or suspects, family or families and community or communities through family liaison strategies and community impact assessments;
- Consider impacts to or from any other agency or public body;
- Consider the media requirements of the Ministry of Defence;
- Oversee, advise and, if necessary, direct the investigation and ensure access to expert advice;
- Consider the needs for resources to match the demands and meet appropriate requests;
- Identify any points for learning or change in operating policy;
- Ensure full records are kept of any meetings or decisions;
- Satisfy the requirements for disclosure;
- Consider emerging legal issues.

2.11 The Review Officer is not aware of any Gold Support Group terms of reference being produced and he believes that these should be considered in line with the previous recommendation at 2.9 above.

Recommendation

That the Gold Support Group agrees and records its terms of reference.

3 PIP 4 / NCA Adviser

3.1 The Review Officer has already highlighted to the Gold Commander Lt. Colonel McALLISTER that there is potential for confusion and overlap between the role of the Review Team and Detective Superintendent WILLIAMSON, the appointed PIP 4 Adviser. For example, in his report dated 21/07/14, Detective Superintendent WILLIAMSON proposes, subject to Gold ratification, that he, *quality assures the investigation strategy in liaison with OIOC, SIOs and MIR staff*. The terms of reference set for the Review Team also include a requirement to *review the initial investigative strategies*.

Email from
Review Officer
to Lt Col
McAllister
31/07/14

NCA Regional
Adviser Report
dated 21/07/14
pg 5

RESTRICTED

RESTRICTED

- 3.2 The Review Officer has discussed the need for clarity of roles, and the potential for duplication of work with the PIP4 NCA Advisor Detective Superintendent WILLIAMSON, and it was agreed, subject to Gold ratification, that Detective Superintendent WILLIAMSON'S terms of reference be amended accordingly to clearly distinguish between the role of the PIP4 Adviser and that of the Review Officer. Detective Superintendent WILLIAMSON intends to amend his terms of reference and share them with the Gold Group.

Recommendation

That the RMP consider and ratify the revised terms of reference for the PIP 4 NCA Adviser on Operation Northmoor.

4 Officer in Overall Command

- 4.1 Whilst the document *Record of Decisions from the Strategic Command Meeting for Operation Northmoor* held on the 18th July 2014, includes no mention of the appointment of an Officer in Overall Command (OIOC), the Review Officer is aware that at that Gold meeting Major Gary WARD was identified as the OIOC in line with the Investigation Plan that Captain WRIGHT presented to Gold on that date.

Investigation
Plan by Capt.
Wright dated
16/07/14

- 4.2 The Review Team has been sighted on the Investigation Plan produced by Captain WRIGHT and it identifies the OIOC as being responsible to oversee strategic direction, command and control in a role that will also support the Senior Investigating Officers who would lead the three teams mentioned in the Investigation Plan:

Team 1 – Who would deal with unexplained deaths;

Team 2 – Who would deal with witness interviews; and

Team 3 – Who would deal with intelligence, research and evidence gathering

- 4.3 The role of the OIOC in providing support to *strategic structure and management processes* should not be underestimated, particularly in supporting each Senior Investigating Officer who, according to the

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Investigation Plan, each has a responsibility to develop their own strategies in line with the investigative streams for Teams 1-3.

- 4.4 The Review Officer would recommend that terms of reference are produced for the role of the OIOC, ratified by the Gold Support Group and shared with each Senior Investigating Officer at the earliest opportunity. An example of areas that could be included in terms of reference for the OIOC is mentioned in the NCA Adviser's Report dated 21/07/14.

NCA Regional
Adviser Report
dated 21/07/14
pg 5

Recommendation

That the OIOC produces terms of reference for his role on Operation Northmoor, seeks ratification from the Gold Support Group and shares them with each Senior Investigating Officer at the earliest opportunity.

- 4.5 The OIOC will clearly have a role in relation to *strategic structure and management processes*, particularly in supporting the three SIOs in developing their own investigative strategies; therefore, in line with the wishes of Gold for the prompt and effective investigation of allegations of abuse, the Review Officer would encourage the OIOC to support each SIO in the development and recording of tactical investigative strategies for Teams 1-3 at the earliest opportunity.

- 4.6 As reflected in the NCA Adviser's report dated 02/05/14, "*the SIO policy file should record all important strategic and tactical decisions made during the course of the investigation.*" The one SIO policy file produced by Captain WRIGHT up to 20/06/14 is focused mainly at a strategic level and contains little in relation to the recording of tactical investigative strategies, although the Review Officer does acknowledge that the SIO has been in dialogue with persons who will support the formulation of tactical strategy, such as a National Interview Adviser.

NCA Regional
Adviser Report
dated 02/05/14
pg 14

- 4.7 The recommendation below is made in recognition that in major investigations the SIO will usually feature at a 'silver' investigations level and is responsible for developing and co-ordinating the tactical plan in order to achieve the strategy set by gold. In this case, it is anticipated that

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in addressing the recommendation at 2.9 (confirmation of the membership and roles in Gold) that the OIOC will be identified as 'silver' (investigations), with the three SIOs acting as 'bronze' for the operational implementation of strategic and tactical decisions.

Recommendation

That at the earliest opportunity the OIOC supports each SIO in the development and recording of the tactical investigative strategies for Teams 1-3.

Information Request

The Review Officer would like to be sighted on the policy books for the OIOC and each SIO, containing tactical investigative strategies; to date he has seen Captain WRIGHT'S policy book up to 20/06/14; he also seeks confirmation that each policy book will be typed onto the HOLMES database to provide easy access during the review.

5 Media

5.1 In his NCA Adviser's Report dated 21/05/14, Det. Superintendent WILLIAMSON mentions that *"the SIO may wish to consider developing a comprehensive media strategy with a dedicated media manager"* in recognition there was likely to be a high level of international and political interest.

NCA Regional Adviser Report dated 02/05/14 pg 7

5.2 The Review Officer also highlighted to the Gold Commander Lt. Colonel McALLISTER in an email sent in July 2014 that there was a potential for significant media interest and intrusion and that transparency would be key.

Email from Review Officer to Lt Col McAllister 11/07/14

5.3 Captain WRIGHT has taken note of the comments made by the NCA Adviser and the Review Officer and in the Investigative Plan he presented to Gold on the 18th July 2014, he included a section specific to *Media Engagement* in which he recommended to Gold that *"professional media advice is sought to engage and explain the nature of Operation Northmoor and therefore provide an open and transparent approach."*

Investigation Plan by Capt. Wright dated 16/07/14

RESTRICTED

- 5.4 The Review Officer is aware from the *record of decisions* made at the Gold meeting on the 18th July 2014 that two actions were agreed, these being:
- *Consideration will be afforded for an approach to be made to DMC to establish an appointed media representative / advisor; and*
 - *Assistance is sought on the views of NCA for the appointment of an external media representative.*
- 5.5 The only media strategy document on which the Review Officer has been sighted is one dated the 24th June 2014, which effectively proposes the provision of a reactive holding statement and references the SIO as a point of contact for requests for information from the media. Whilst there is some acknowledgement for proactive media tasking and transparency these concepts are not developed in detail.
- 5.6 It is the view of the Review Officer that this strategy recorded on 24/06/14 is unrealistic based on the scope, scale and potential public and political interest in Operation Northmoor. Whilst it is acknowledged that there has been little media interest to date this situation will undoubtedly (and potentially unexpectedly) change in the future.
- 5.7 There are several further proposals in Detective Superintendent WILLIAMSON'S NCA report dated 21/07/14 to address perceived shortcomings in the media strategy including: (a) the discretionary attendance of a MOD media manager at future Gold meetings, (b) the identification of a media lead for the investigation and (c) the involvement of the National Crime Agency Media Office in an advisory capacity to the investigation.
- 5.8 The Review Officer invites the OIOC to give urgent consideration to developing and implementing a robust, transparent and effective media strategy (including the proposals in Superintendent WILLIAMSON'S report) which serves the needs of the investigation in its current phase and which contains appropriate contingencies for addressing future investigative developments and increased media interest going forward.

Record of decisions for Op Northmoor Gold meeting held 18/07/14

Media Strategy document dated 24/06/14

NCA Regional Adviser Report dated 21/07/14 Pages 5 and 8

RESTRICTED

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Recommendation

That the OIOC gives urgent consideration to developing and implementing a robust, transparent and effective media strategy.

6 Resource Management

- | | | |
|-----|---|--|
| 6.1 | In his email to Lt. Colonel McALLISTER on the 11 th July 2014, the Review Officer states that there may be a risk to the prompt and effective investigation of allegations if sufficient skilled resources, with a tenure policy of the full investigation, are not made available to the SIO. | Email from Review Officer to Lt Col McAllister 11/07/14 |
| 6.2 | The NCA Adviser also recognised the significance of resource management in his report dated 02/05/14. He stated:
<i>“To ensure that the directions provided by Gold are met by the SIO, especially a ‘prompt and effective’ investigation, it is considered essential that the agreed resources are brought on line and made available to the SIO as a matter of urgency...”</i> | NCA Regional Adviser Report dated 02/05/14 pg 6 |
| 6.3 | In his report on 30/06/14, the NCA Adviser also highlighted that <i>“there are at present insufficient resources to ensure a ‘prompt and effective’ investigation.”</i> | NCA Regional Adviser Report dated 30/06/14 pg 5 |
| 6.4 | In his Investigation Plan presented to Gold on the 18 th July 2014, when proposing changes to command structure, Captain WRIGHT mentioned the requirement for additional resources to support the plan. The <i>record of decisions</i> from that Gold meeting included the following: <ul style="list-style-type: none"> • <i>A near immediate decision is required on whether to deploy bespoke teams to Afghanistan to interview victims / witnesses or to delay the return of current personnel and for them to conduct the interviews whilst in situ.</i> • <i>Provision of 4 Coy, SIB Regt in its entirety to support the Op.</i> | Investigation Plan by Capt. Wright dated 16/07/14

Record of decisions for Op Northmoor Gold meeting held 18/07/14 |
| 6.5 | In his NCA Adviser’s Report dated 21/07/14, Detective Superintendent WILLIAMSON states: <i>“In accordance with discussions and Gold instructions of 18/07/2014 Captain WRIGHT will submit a revised resource requirement for Operation Northmoor to Gold.”</i> | NCA Regional Adviser Report dated 21/07/14 pg 6 |

RESTRICTED

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- 6.6 As reflected above, resource management remains a key issue and it will be essential to the prompt and effective progress of this investigation. As a consequence, the Review Officer makes the following recommendation.

Recommendation

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.

Information Request

The Review Officer would like to be sighted on a ratified record of the composition of Teams 1-3, and the MIR staff deployed on the HOLMES account for Operation Northmoor.

- 6.7 The NCA adviser had also expressed concern over proposals to accommodate intelligence staff as well as additional enquiry team staff in other establishments a significant distance away from the Major Incident Room, highlighting that *“the briefing and day to day management of inexperienced staff at remote locations will be highly problematic and will hinder an effective investigation. The SIO may wish to consider identifying more suitable accommodation via Gold.”* In an email to Lt. Colonel McALLISTER on 11/07/14, the Review Officer also raised this as an issue of concern.

NCA Regional
Adviser Report
dated 30/06/14
pg 5

Email from
Review Officer
to Lt Col
McAlister
11/07/14

- 6.8 At the strategic planning meeting held on the 11th August 2014, the Review Officer was made aware of the potential to relocate the MIR to suitable accommodation in Portsmouth, to co-locate resources and to provide **suitably cleared** accommodation to cater for the recovery of **classified** material that Special Forces in Afghanistan are currently reluctant to release to the RMP. Special Forces will not release **this** material until there is some assurance that this material will be stored securely at suitable premises; Champion Lines, where the MIR is currently based, is considered to be unsuitable.

Strategic
Planning
Meeting
11/08/14

- 6.9 The Review Officer believes that the need to re-locate should be

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progressed as a matter of urgency to support an effective investigation and also in light of the discussion at the strategic planning meeting on [REDACTED] the UKSF withdrawal from Afghanistan [REDACTED]

[REDACTED] and it may be their policy to destroy [classified] material whilst they remain in theatre; their objective being to reduce / prevent any potential loss of sensitive data in transit. The implications for Operation Northmoor are that data that might be relevant to the investigation could be lost.

Recommendation

That the Operation Northmoor team re-locate to suitable [REDACTED] accommodation as a matter of urgency, to bring together resources in a premises that are suitable for the storage of [REDACTED] [classified] material.

7 Engagement with partners

7.1 The Review Officer is aware of comments made by Detective Superintendent WILLIAMSON in his NCA Adviser's Report dated 02/05/14 in which he alludes to engagement with partners. In that report Det. Superintendent WILLIAMSON lists a number of partners and states: "*There are host of other partners that will need an effective engagement plan.*"

NCA Regional
Adviser Report
dated 02/05/14
pg 9

7.2 Information Request

The Review Officer is seeking clarity in relation to whether *an effective engagement plan* with partners is in place and if so he would like to be sighted on any recorded strategy that relates to this plan.

8 Community Impact Assessment

8.1 The Review Officer recognises the value of completing a Community Impact Assessment (CIT) in order to consider the adverse effect on the community and public confidence, and to seek to address any concerns / tension.

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- 8.2 The NCA Adviser's Report of 21/05/14 also comments on the CIA as a "strategic means of considering the extent of any adverse effects on communities and recording what actions are taken to minimise and manage or control the impact from a military and partnership perspective thereby maintaining confidence." NCA Regional Adviser Report dated 21/05/14 pg 10
- 8.3 The Review Officer is aware that Colonel WASSELL is the appointed CIA Lead and that there has been engagement with the ACPO (TAM) National Community Tension Team (NCTT); a number of actions have been agreed including one for Captain WRIGHT to prepare a confidential briefing note for ACPO (TAM) NCTT. NCA Regional Adviser Report dated 21/07/14 pg 8
- 8.4 **Information Request**
The Review Officer is seeking clarity in relation to whether there is a recorded Community Impact Assessment and if so he would like to be sighted on the recorded CIA.
- 9 **Independent panel**
- 9.1 The Review Officer has already suggested to the Gold Commander that it might, at the appropriate time, be worth considering the constitution of a panel, with a significant independent element, to provide some assistance in assessing each complaint / investigation by applying a 'reasonableness' test to the scope and extent of individual elements of each investigation, which might provide focus as to what, if any, further action is necessary in each case. Email by Review Officer to Lt Col McAllister 11/07/14
- 9.2 Whilst not entirely in the same vein, the NCA Adviser has also alluded to an assessment process being adopted by the Iraq Historic Allegations Team; in his report dated 30/06/14, under *Intelligence and Information Management* he states: "the Iraq Historic Allegations Team have adopted a process for 'Pre Investigation Assessment' and Tactical Tasking and Co-ordination and the SIO may wish to consider adopting any identified good practice to the requirements of Operation Northmoor." NCA Regional Adviser Report dated 30/06/14 pg 6

RESTRICTED

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- 9.3 The Review Officer believes that the constitution of an independent panel to test the scope and extent of individual elements of each investigation might provide focus as to what, if any, further action is necessary in each case. The formation of such a panel could be considered by the Gold Support Group if deemed appropriate.

Recommendation

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.

10 **Leigh Day / DOT complaints**

- 10.1 The Review Officer was conscious of the early direction given by Gold for *"the prompt and effective allegations of abuse"* and that the freedom of movement to conduct investigative activity will become increasingly difficult ahead of the withdrawal from Afghanistan during the latter half of 2014. It was as a consequence of this that the Review Officer suggested that the following should be completed with some urgency:

Email from
Review Officer
to Lt Col
McAllister
11/07/14

- *The interview of those persons still in custody in Afghanistan. (Learning from Danny Boy review – interviews were not conducted until immediately prior to the transfer of detainees into Iraqi custody. Consequently they were poorly planned and executed and of little evidential benefit).*
- *The obtaining of detailed information from Leigh Day in relation to each claimant/complainant, leading to interview. We consider it axiomatic that there should be considerable onus on Leigh Day to assist and enable this process.*

- 10.2 The Review Officer was made aware at the strategic planning meeting on the 11th August 2014 that plans are in place for the Officer in Overall Command (OIOC) to travel to Parwan to progress the interviews with the 34 Afghan complainants who remain in detention, hence no recommendation is made here to progress the interview of these

Strategic
Planning
Meeting
11/08/14

RESTRICTED

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detainees; however, the position in relation to the progress of the Leigh Day complaints remains less clear.

- 10.3 At the strategic planning meeting on the 11th August the Review Officer recommended a robust approach to progress the Leigh Day complainants, mindful of the fact that since the original allegations were made by Leigh Day in June and September 2013 there seemed to have been little progress made in relation to early evidence recovery and interviews of witnesses / claimants. Letters from Leigh Day to Treasury Solicitors dated 07/06/13 & 25/09/13
- 10.4 It appeared to the Review Officer that more emphasis was being placed on the construction of a 'gold standard' model of operating based on IHAT (Iraqi Historic Allegations Team), to deal with the potential for many more allegations, rather than dealing with the 'here and now.' The Review Officer believed that the balance was weighed too much on planning for the future at the expense of investigating current allegations. Email from Review Officer to Lt Col McAllister 11/07/14
- 10.5 The Review Officer has been sighted on *mature assessment* documents produced by Captain WRIGHT on 06/06/14 and 20/06/14, which refer to contact with Leigh Day to request a meeting "*in an effort to obtain further information regarding the identity and content of claimant's allegations.*" The mature assessment dated 20/06/14, refers to a response being received from Leigh Day on 18/06/14 "*agreeing in principle*" to a meeting. Capt. Wright's mature assessments dated 06/06/14 & 20/06/14
- 10.6 At the time of writing, the correspondence exchange between the RMP and Leigh Day is not registered on the HOLMES database for Operation Northmoor and the only correspondence that the Review Officer has seen in relation to Leigh Day relates to two letters they sent to Treasury Solicitors in June and September 2013 that set out the allegations of abuse.
- 10.7 The Review Officer would recommend that a robust and transparent approach is taken to engaging with Leigh Day to progress the interviews with claimants, and that all the correspondence exchanged between Leigh Day and the RMP to progress these interviews should be registered on HOLMES.

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Recommendation

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.

Information Request

The Review Officer would like to be provided with all the correspondence exchanged to date between Leigh Day and the RMP.

**Martin Bottomley
Force Review Officer
15th August 2014**

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Appendix A

List of Recommendations / Information Requests

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	Recommendations	Para
1	That the RMP produce and register the minutes for all Operation Northmoor Gold meetings on HOLMES.	2.7
2	That the RMP formally record details of the Gold Group structure and provide confirmation of the membership and their roles.	2.9
3	That the Gold Support Group agrees and records its terms of reference.	2.11
4	That the RMP consider and ratify the revised terms of reference for the PIP 4 NCA Adviser on Operation Northmoor.	3.2
5	That the OIOC produces terms of reference for his role on Operation Northmoor, seeks ratification from the Gold Support Group and shares them with each Senior Investigating Officer at the earliest opportunity.	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.	4.7
7	That the OIOC gives urgent consideration to developing and implementing a robust, transparent and effective media strategy.	5.8
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.	6.6
9	That the Operation Northmoor team re-locate to suitable [REDACTED] accommodation as a matter of urgency, to bring together resources in a premises that are suitable for the storage of [REDACTED] classified [REDACTED] material.	6.9

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- 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. 9.3
- 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. 10.7

Information Requests

- 1 The Review Officer would like to be sighted on the dates of each Gold Group meeting held in relation to Operation Northmoor and to be provided with copies of any minutes recorded at those meetings, beyond those already provided for the Gold meetings held on 17/03/14, 25/03/14 and 18/07/14. 2.7
- 2 The Review Officer would like to be sighted on the policy books for the OIOC and each SIO, containing tactical investigative strategies; to date he has seen Captain WRIGHT'S policy book up to 20/06/14; he also seeks confirmation that each policy book will be typed onto the HOLMES database to provide easy access during the review. 4.7
- 3 The Review Officer would like to be sighted on a ratified record of the composition of Teams 1-3, and the MIR staff deployed on the HOLMES account for Operation Northmoor. 6.6
- 4 The Review Officer is seeking clarity in relation to whether *an effective engagement plan* with partners is in place and if so he would like to be sighted on any recorded strategy that relates to this plan. 7.2
- 5 The Review Officer is seeking clarity in relation to whether there is a recorded Community Impact Assessment and if so he would like to be sighted on the recorded CIA. 8.4

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6 The Review Officer would like to be provided with all the
correspondence exchanged to date between Leigh Day and the RMP.

10.7

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