

MOPAC

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME



MPS-MOPAC JOINT AUDIT PANEL

4 October 2021

Daniel Morgan Independent Panel Report Recommendations

Report by: DAC Gray

Report Summary

Overall Summary of the Purpose of the Report

This report provides an update on progress delivering recommendations from the Daniel Morgan Independent Panel report, delivered through the Inquiry and Review Support Command under Operation Drayfurn. This includes an update on governance structures and internal and external stakeholders involved in the delivery of this work. The report highlights that good progress has been made on all recommendations led by the MPS, with a clear structure on how other stakeholders will be brought together to consider the nationally focussed recommendations.

Recommendations

The Audit Panel is recommended to note the report.

1 Introduction and context

- 1.1 The Daniel Morgan Independent Panel was established by the then Home Secretary Theresa May in 2013, and was led by Baroness Nuala O'Loan, the former Northern Ireland Police Ombudsman.
- 1.2 The Panel's remit was to examine whether there was any police involvement in Daniel's murder, the existence of police corruption in the murder and any subsequent failings and connections between private investigators, police and the media and whether these were also linked to corruption.
- 1.3 Over the past eight years, the MPS has provided the fullest level of co-operation to the Panel, led by a dedicated team.
- 1.4 The Daniel Morgan Independent Panel published their report on 15th June 2021 and DAC Barbara Gray was appointed by the Commissioner on the 23rd June to lead the MPS response to the Daniel Morgan Independent Panel Report.
- 1.5 The Inquiry and Review Support Command has been tasked to deliver this work under Operation Drayfurn.
- 1.6 The core team commenced on 5th July 2021 and are supported by Subject Matter Experts (SMEs) and professional leads including officers and staff from:
 - Strategy and Governance
 - Continuous Policing Improvement Command (CPIC)
 - Directorate of Legal Services (DLS)
 - Directorate of Media and Communications (DMC)
 - Learning and Development (L&D)
 - Met Ops.
- 1.7 There are 24 identified recommendations, located throughout the report which consists of three volumes. They are shown within the report as a boxed statement with the word 'RECOMMENDATION' printed at the top.
- 1.8 For ease of referencing, the MPS has numbered the recommendations by order of how they appear in the report chronologically and can be found listed as Appendix 2 in this report¹. This numbering 1-24 will be the convention by which the MPS will reference these recommendations in all of its internal documentation.

¹ Chapter and paragraph number have also been shown in appendix grid

- 1.9 Whilst there are 24 identified recommendations, two are duplicates (numbers 24 and 16) and as a result, recommendation 24 will not be referred to.
- 1.10 The MPS has primacy for nine recommendations (1 2 3 4 5 6 8 12 and 15). Other recommendations are within the remit of strategic partners in national policing (College of Policing/National Police Chiefs' Council (NPCC), Crown Prosecution Service (CPS), Government/Home Office, the Independent Office for Police Conduct (IOPC) and the Investigatory Powers Commissioner's Office (IPCO).
- 1.11 The MPS are actively seeking to engage and work with the lead agency for each recommendation to ensure effective consideration and appropriate action.
- 1.12 We are not only addressing the recommendations from the Report. The Report contains hundreds of other findings and observations in 'green boxes' and we are identifying the themes from these to determining how best to implement the learning from these wider considerations.

2 Governance and Scrutiny

INTERNAL	EXTERNAL
<ul style="list-style-type: none"> • MPS Management Board • Diamond Group • Strategic Delivery Board • Professional Reference Group • National Round Table Meeting • Weekly Operational Meeting • Daily Op Drayfurn Team Meeting 	<ul style="list-style-type: none"> • Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services • Home Office / Home Secretary • Mayor's Office for Policing and Crime • Police and Crime Committee • Family of Daniel Morgan • Communities in London and the wider public

- 2.1 Terms of reference (see Appendix 1) for Operation Drayfurn and clear governance structures are in place to effectively manage the progress of this work at all levels throughout the strata of MPS management. Committed to openness to scrutiny, we have actively engaged with external stakeholders since the publication of the Report and we remain committed to maintaining these lines of communication as the work progresses.
- 2.2 **Diamond Group** - The Deputy Commissioner chairs a regular Diamond Group meeting to provide oversight to the progress of the Op Drayfurn team led by DAC Gray. This in turn feeds into the **MPS Management Board** meeting, chaired by the Commissioner.
- 2.3 **MPS Strategic Delivery Board** – DAC Gray chairs a monthly meeting with senior stakeholders to provide strategic direction and leadership to ensure the recommendations and wider themes are actioned and embedded both within the MPS and nationally where applicable.
- 2.4 **Professional Reference Group (PRG)** - As part of our commitment to external scrutiny, DAC Gray chairs a Professional Reference Group consisting of individuals from outside policing to provide advice and challenge, to seek an independent view on the findings and seek advice on how best we can move forward. A schedule of meetings has been agreed at 4-6 weekly intervals.
- 2.5 **Operational Meeting** - DAC Gray (or Cmdr Savell) chairs a weekly Operational Op Drayfurn/Closure team meeting to monitor, review and action the ongoing work.
- 2.6 **Bilateral meeting** - DAC Gray provides a regular brief to **Mayor/Deputy Mayor for Policing and Crime** via the Commissioner and Deputy's bilateral meetings.
- 2.7 **Roundtable** – In November 2021 we are planning to convene a roundtable of senior representatives from organisations and agencies who are also subject of recommendations in the Report, to drive forward the work that goes beyond MPS confines. We expect to invite representatives from the Home Office and the Cabinet Office to this. We have actively engaged with the College of Policing and the NPCC and both are playing an integral role in coordinating how the Report recommendations and findings impact national policing.
- 2.8 **Family of Daniel Morgan** - In addition to apologising to the family we have made contact with them on a number of other occasions since June. We are committed to keeping them up to date as we move forward.
- 2.9 **HMICFRS** - HMICFRS have commenced their inspection of the MPS. We expect that they will publish the findings of the inspection in early 2022. HMICFRS shall focus on our anti-corruption capabilities, how we engaged with the Panel and our response to the Report.

- 2.10 **National Police Chiefs' Council / College of Policing** – We continue to meet with the College of Policing and the NPCC (who also attend the Strategic Delivery Board) to ensure the workstreams are coordinated and sighted on national issues associated with the themes and recommendations.
- 2.11 **Home Office / Home Secretary** - The Commissioner has written to the Home Secretary to provide an interim response to her letter, which was published on the Home Office website on the 12th August.
- 2.12 **Police and Crime Committee (PCC)** – The Commissioner and DAC Gray appeared at the 21st July PCC session, providing a formal response to the Report. A further PCC session to discuss updates on this work is expected to take place before the end of 2021.
- 2.13 **Communities in London and the wider public** – The Commissioner has made a number of public statements about the DMIP Report, specifically in response to the finding that MPS action 'constitutes a form of institutional corruption', which we do not accept. This message was repeated during the PCC session on 21st July. Further releases to the public on the progress of this report will be made at appropriate times, in line with the strategic media policy which has been drawn up to support this work.
- 2.14 DAC Gray also met with Theresa May, the Home Secretary responsible for commissioning the Panel, to provide a summary of how the MPS is responding to the Report.

3 Progress on delivery against DMIP recommendations

- 3.1 Appendix 2 provides a summary of the progress delivery regarding the Report recommendations. We have clear processes in place to progress work against the MPS led recommendations and are working with leads from internal units to understand the changes required to make any necessary improvements to relevant policies or processes.
- 3.2 We acknowledge that embedding wider learning will take further time to be delivered effectively.
- 3.3 It is also acknowledged that whilst we are currently prioritising work against the identified 23 recommendations; following this phase we will examine the additional findings and observations contained within the rest of the Report so that learning and improvements can be considered for implementation.

4 Contact Details

Report author: Dan O'Sullivan, Detective Chief Inspector - Operation Drayfurn

5 Appendices and Background Papers

Appendix 1 – Operation Drayfurn Terms of Reference

Appendix 2 – DMIP Report, recommendation update grid at 23/9/21

Appendix 1 – Operation Drayfurn Terms of Reference



SUBJECT: Metropolitan Police Service response to the Daniel Morgan Independent Panel Report (published 15 June 2021) - OP DRAYFURN (updated 20/08/21)

OWNER: Barbara Gray DAC

Introduction

Operation Drayfurn commenced on 23 June 2021 following the appointment of DAC Barbara Gray to lead the Metropolitan Police Service (MPS) response to the report of the Daniel Morgan Independent Panel (DMIP) published on 15 June 2021.

The Daniel Morgan Independent Panel Report has made 24 recommendations (23 to be considered as one is a duplicate) and numerous observations.

Overarching Aim

To reflect and embed our commitment to the Met Direction vision to be the most trusted police service in the world and to keep London safe for everyone particularly through the priority areas of trust and confidence.

To consider fully the recommendations and wider learning from the DMIP Report, and ensure that all necessary action and learning is taken and applied across the MPS in an open and transparent fashion.

Core principles

To continue a family focused approach and place consideration of the Morgan family foremost in our minds and liaise with the family in a manner that is acceptable and appropriate to them.

To carefully consider and prepare a response to all of the Panel recommendations – working with partners as appropriate to do so.

To agree a disclosure protocol with the Panel and family going forward.

To ensure effective liaison with partners and respond to any requirements in full support of any HMICFRS inspection.

To support the Directorate of Professional Standards (DPS) in relation to any requirements from the Independent Office for Police conduct (IOPC) as appropriate and necessary.

To identify learning and address core issues, ensuring continuing quality assurance and scrutiny to fully embed any change supported by suitable audit and governance.

To manage internal welfare and relations.

To effectively manage and coordinate media response and external communications.

To liaise and agree action regarding recommendations not specific to MPS with other stakeholders, for example the College of Policing, NPCC, CPS and Home Office.

To share learning and understanding with partners and stakeholders on disclosure practice, obligations and the legislative framework relating to Inquiries.

To use the principles of the MPS response (Op Larimar) to the Sir Richard Henriques report as a framework to manage an effective response to the DMIP Report.

To respond to Freedom of Information Act requests and other queries in a timely and professional manner.

Op Drayfurn team

A core team has been in place since 5th July 2021 and they are permanent members of the Inquiry and Review Support Command (IRSC), the team will report through the

management structures of the IRSC and the strategic lead DAC Gray. It will be led by a senior detective officer who will consider, respond and action the issues and recommendations. The roles and responsibilities for this team will include continuing the work on organisational learning and action required in response to any recommendations as well as liaison with external agencies e.g. HMICFRS.

The existing D/Superintendent and team (Closure team) who have been working on servicing the needs of the Independent Panel will continue to play a key role addressing the retrospective actions and closure procedures. These closure procedures will include management of exhibits room/storage, recovery of documents from the Panel and completing any final disclosure to the Morgan family.

The team will be supported by MPS subject matter experts and professional leads which will include:

- Strategy and Governance.
- Continuous Policing Improvement Command (CPIC).
- Directorate of Legal Services (DLS).
- Directorate of Professional Standards
- Directorate of Media and Communications (DMC).
- Learning and Development.
- Met Ops.

Stakeholders

Key stakeholders include (this is not an exhaustive list)

- Morgan family
- Home Office
- Mayor's Office for Policing and Crime (MOPAC)
- Police and Crime Committee (PCC)
- Her Majesty's Inspectorate of Constabulary and Fire Service (HMICFRS)
- Daniel Morgan Independent Panel (DMIP)
- National Police Chief's Council (NPCC)
- Crown Prosecution Service (CPS)
- College of Policing

- Local communities affected by the murder
- The wider public
- Independent Office for Police Conduct (IOPC)
- Current and former staff impacted by Report.

Meeting structures

Diamond Group - The Deputy Commissioner shall chair a regular Diamond Group meeting to provide oversight to the progress of the Op Drayfurn team led by DAC Gray.

Operational Meeting - DAC Gray (or Cmdr Savell) shall chair a weekly Operational Op Drayfurn/Closure team meeting to monitor, review and action the ongoing work.

MPS Strategic Delivery Board – DAC Gray will chair a regular meeting with senior stakeholders to provide strategic direction and leadership to ensure the recommendations and wider themes are actioned and embedded both within the MPS and nationally where applicable.

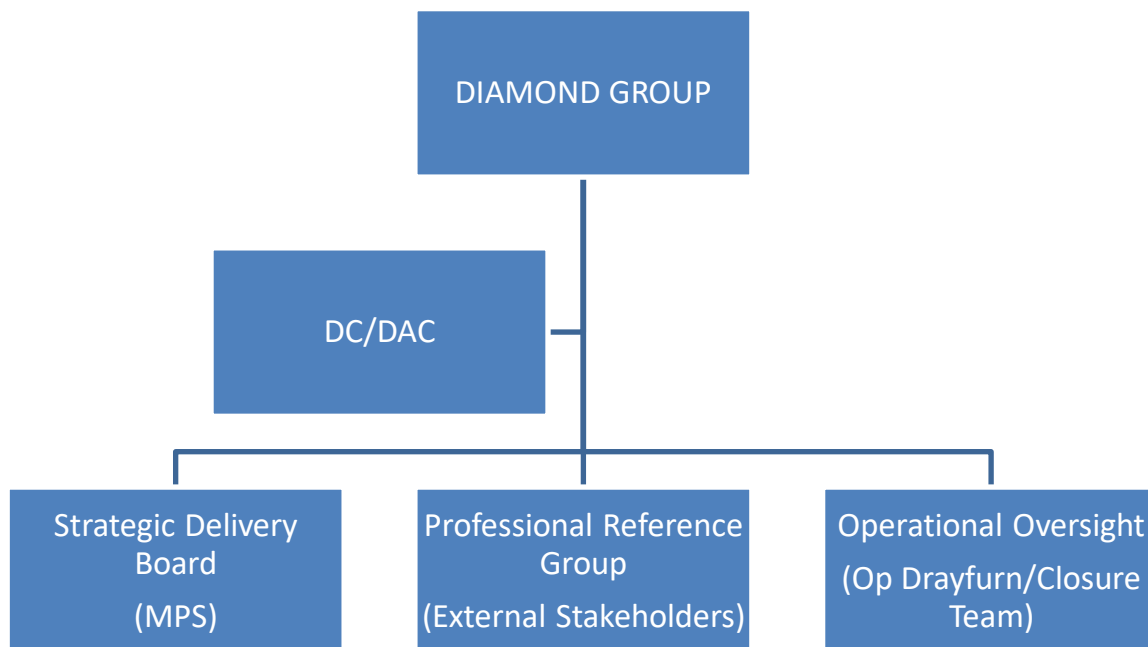
Professional Reference Group (PRG) - DAC Gray shall chair a meeting which will include a range of stakeholders and independent representatives. The role of this group is to provide strategic advice, guidance and constructive challenge to develop our approach to the learning identified.

Bilateral meeting - DAC Gray shall provide a regular brief to Mayor/Deputy Mayor via the Commissioner and Deputy's bilateral meeting.

MPS Management Board - An initial progress report will be submitted to Management Board (22 July 2021) and at subsequent suitable dates.

(Commander Betts shall oversee a misconduct assessment and liaise with IOPC. AC Ball and DAC Javid shall be the direct line report to appoint appropriate authority if required).

Roundtable – The MPS shall liaise and work with other strategic stakeholders who are subject to recommendations identified in the Report to assess and consider appropriate action and share learning applicable to national policing.



Review

This is a live document and shall be reviewed regularly to reflect changes in circumstances and work-streams as and when relevant. It is currently in draft format and will be shared appropriately.

The document seeks to capture the core ethos of the MPS approach to the Independent Panel Report.

Appendix 2 – DMIP Report, recommendation update grid at 23/9/21

DMIP Report						
Op Drayfurn Numbering	Chapter	Paragraph	Recommendation	Owner	Status & outstanding actions	Target date
1	3	319	The Panel has received advice from an independent forensic science expert it consulted, Dr Kathryn Mashiter that useful work could still be carried out on this document. It therefore recommends that the Metropolitan Police considers the operational benefits of submitting the diary for a forensic handwriting analysis in order to ascertain whether the entries were made by Daniel Morgan, as well as ESDA414 testing to ascertain if there is evidence of writing by someone other than Daniel Morgan.	<u>Strategic leads:</u> MPS Commander – Head of Profession for Investigations MPS Director of Forensic Services	This recommendation is being progressed in concert with the forensic science service and Serious Case Review Group	Forensic update 31/10/2021
2	3	463	The Panel recommends that the Metropolitan Police consider the desirability and explore the possibility of obtaining samples of DNA from former Police Officer Z31's relatives, to compare it with the outstanding DNA recovered from the axe.	<u>Strategic leads:</u> MPS Commander – Head of Profession for Investigations MPS Director of Forensic Services	This recommendation is being progressed through consultation and the development of available options.	Forensic update 31/10/2021
3	8	42	It is recommended that the Metropolitan Police introduce systems to ensure that the management arrangements which applied during the Abelard Two Investigation can never be replicated in any future investigation, and that proper management arrangements, in compliance with the Association of Chief Police Officers' Murder Manual, exist on all occasions.	<u>Strategic lead:</u> MPS Commander - Specialist Crime	Drayfurn has researched and assessed the complex history surrounding this recommendation and the relevant policies on the role of SIO within the MPS alongside the NPCC Murder Manual Recommendation Update Paper to be submitted.	Update to DAC 8/10/2021 Update to Strategic Delivery Board 9/11/2021

4	8	57	<p>The HOLMES system is both an investigative tool and a quality assurance mechanism, but it requires significant resources if it is to be used properly. The Panel recommends that the Metropolitan Police conduct an investigation into the adequacy of resources for administering HOLMES in major crime investigations carried out by the Metropolitan Police.</p>	<p><u>Strategic leads:</u></p> <p>MPS Commander – Specialist Crime</p> <p>MPS Commander – Counter-Terrorism</p>	<p>Drayfurn has researched and assessed the history surrounding this recommendation and identified relevant policies on the use of HOLMES with Counter Terrorism & Murder Investigations.</p> <p>Recommendation Update Paper to be submitted assessing capability and capacity of trained Holmes / indexers versus demand across MPS.</p>	<p>Update to DAC 8/10/2021</p> <p>Update to Strategic Delivery Board 9/11/2021</p>
5	8	86	<p>The Metropolitan Police should ensure that the role of the Family Liaison Officer is never carried out by the Senior Investigating Officer of an investigation. There is an inherent conflict between these two roles.</p>	<p><u>Strategic lead:</u></p> <p>MPS Commander - Specialist Crime</p>	<p>Drayfurn has researched and assessed the history surrounding this recommendation and identified relevant policies on the role of Family Liaison Officer (FLO).</p> <p>Recommendation Update Paper to be submitted on current MPS position and findings covering role and governance of FLO. This will include a thorough review of FLO policy and consideration if relevant policies need to be updated to prevent a dual role occurring.</p>	<p>Update to DAC 8/10/2021</p> <p>Update to Strategic Delivery Board 9/11/2021</p>

6	9	136	It is recommended that the Metropolitan Police establish a process to inform police officers about the recovery options available to them when material is unlawfully disclosed.	<p><u>Strategic leads:</u></p> <p>MPS Head of Information, Law & security</p> <p>MPS Assistant Director, Directorate of Legal Services (DLS)</p>	<p>Drayfurn has convened a working group to explore the history surrounding this recommendation and identified relevant policies on data breaches</p> <p>Recommendation Update Paper to be submitted on current position of the MPS in relation to policies / procedures relevant to data breaches, Learning will then be embedded and reviewed to ensure legacy of change.</p>	<p>Update to DAC 8/10/2021</p> <p>Update to Strategic Delivery Board 9/11/2021</p>
7	9	189	It is recommended that the Crown Prosecution Service's additional guidance should be amended to include a requirement that the Prosecutor should consider whether the information was disclosed with a view to one or both parties securing future profit from the use of that material. Moreover, the additional guidance should also be amended to note that the advantage to the parties disclosing the document(s) may not be purely financial but, as in the case of former DCS David Cook and Michael Sullivan, could be reputational and could have improved their employability in the future.	<p><u>External agency lead:</u></p> <p>Crown Prosecution Service via Round Table on 22/11/2021</p>		31/12/2021

8	9	358	Guidance should be issued by the Metropolitan Police to enable officers to determine whether it is appropriate, necessary and lawful to disclose investigative material to journalists. That guidance should include a requirement to record by whom, to whom and when any such evidence was disclosed, who authorised the disclosure, the reasons for the disclosure of the material, and the express conditions upon which the information is disclosed.	<u>Strategic lead:</u> MPS Director, Directorate of media & communication (DMC)	Drayfurn has researched and assessed the history surrounding this recommendation and explored relevant policies on lawful disclosure to media. A recent intranet article reminded staff of their responsibility for security. Recommendation Update Paper to be submitted to include an assessment of sufficiency of media policy and activity required to embed relevant learning.	Update to DAC 8/10/2021 Update to Strategic Delivery Board 9/11/2021
9	10	37	The Government should act on its stated intention in 2013 to require licensing measures, introduce legislation to ensure the creation and use of standards, and implement the recommendation in the 2016 review concerning the regulation of private investigators.	<u>External agency lead:</u> Home Office via Round Table on 22/11/2021	The MPS will continue to work with external stakeholders and will undertake necessary activity to ensure any relevant change and/or learning is embedded.	31/12/2021
10	10	41	Given the potential seriousness of such offences, it is recommended that the Government take an early opportunity to amend the Data Protection Act 2018 to provide for sentences of imprisonment for offenders.	<u>External agency lead:</u> Home Office via Round Table on 22/11/2021	The MPS will continue to work with external stakeholders and will undertake necessary activity to ensure any relevant change and/or learning is embedded.	31/12/2021
11	10	79	The Panel is concerned that the policies and procedures relating to the use of informants by law enforcement agencies still allow scope for corrupt practices, and it recommends that the Investigatory Powers Commissioner takes this into consideration during inspections.	<u>External agency lead:</u> Investigatory Powers Commissioner via Round Table on 22/11/2021	The MPS will continue to work with external stakeholders and will undertake necessary activity to ensure any relevant change and/or learning is embedded.	31/12/2021

12	10	308	The Metropolitan Police must ensure that the necessary resources are allocated to the task of tackling corrupt behaviour among its officers. Without proper resources there can be no effective fight against corruption. Since the Independent Office for Police Conduct has responsibility for investigating such matters, it must also be properly resourced to do so.	<p><u>Strategic leads:</u></p> <p>MPS Commander - Professional Standards</p> <p><u>External agency lead:</u></p> <p>Independent Office for Police Conduct (IOPC) via Round Table on 22/11/2021</p>	<p>HMICFRS inspection for this area is live now.</p> <p>Recommendation Update Paper to be submitted on current & future assessment of anti-corruption resources within the MPS.</p> <p>Consideration of necessary activity following publication of HMICFRS findings</p>	<p>HMICFRS update 31/12/2021</p> <p>Update to DAC 8/10/2021</p> <p>Update to Strategic Delivery Board 9/11/2021</p>
13	10	457	It is recommended that Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services conduct a thematic investigation of the operation of the practices and procedures introduced following the adoption of the Code of Ethics in 2014 to determine whether sufficient resources are available to ensure appropriate protection of those police officers and police staff who wish to draw alleged wrongdoing to the attention of their organisations.	<p><u>External agency lead:</u></p> <p>HMICFRS thematic</p>	<p>HMICFRS inspection is now live, covering areas of:</p> <ul style="list-style-type: none"> - Vetting - Anti-corruption - Ethics - DMIP response 	31/12/2021
14	10	479	All police officers and police staff should be obliged to register in confidence with the Chief Officer of their police force, at either their point of recruitment to the police force or at any point subsequent to their recruitment, their membership of any organisation, including the Freemasons, which might call their impartiality into question or give rise to the perception of a conflict of loyalties.	<p><u>External agency leads:</u></p> <p>Home Office, College of Policing and National Police Chiefs' Council via Round Table on 22/11/2021</p>	<p>CoP position on registration of memberships of groups is being reviewed by Drayfurn and a working group held with DPS to consider MPS conflict of interest guidance / policies.</p> <p>The MPS will continue to work with the CoP and NPCC leads towards a national policing position, and will undertake necessary activity to ensure any relevant change and/or learning is embedded.</p>	31/12/2021

AGENDA ITEM 5

15	10	485	Security clearance processes for police officers and police staff are fundamental to any anti-corruption strategy. Regular updating of the security status of each individual is essential to identify any concerns and to enable action to be taken in respect of such concerns. Notwithstanding the assurance received by the Panel from the Metropolitan Police in December 2020, the Metropolitan Police should remain vigilant at all times to ensure not only that it vets its employees in accordance with its new measures, but also that it has adequate and effective processes to establish whether its staff are currently engaged in crime.	<u>Strategic lead:</u> MPS Service Delivery Director Referencing and Vetting	HMICFRS inspection for this area is now live Recommendation Update Paper to be submitted on Vetting and sufficiency of current vetting measures to identify if staff are currently engaged in crime Consideration of necessary activity following publication of HMICFRS findings	Update to DAC 8/10/2021 Update to Strategic Delivery Board 9/11/2021 HMICFRS; 31/12/2021
16	10	496	In the interest of transparency and public accountability, all public institutions should be under a duty to cooperate fully with independent scrutiny bodies created by Government, such as the Panel.	<u>External agency lead:</u> Home Office via Round Table on 22/11/2021	The MPS will continue to work with external stakeholders and will undertake necessary activity to ensure any relevant change and/or learning is embedded.	31/12/2021
17	10	501	The Panel recommends the creation of a statutory duty of candour, to be owed by all law enforcement agencies to those whom they serve, subject to protection of national security and relevant data protection legislation.	<u>External agency lead:</u> Home Office via Round Table on 22/11/2021	The MPS will continue to work with external stakeholders and will undertake necessary activity to ensure any relevant change and/or learning is embedded.	31/12/2021
18	11	3	Prior to the establishment of any future non-statutory inquiries or panel, there should be an honest and full discussion between the relevant police force(s) and the sponsoring Government department, to enable a realistic, informed assessment of the nature and volume of documentation in all its forms, and of the scope and depth of the work required. Framework procedures, capable of being customised,	<u>External agency lead:</u> Home Office via Round Table on 22/11/2021	The MPS will continue to work with external stakeholders and will undertake necessary activity to ensure any relevant change and/or learning is embedded.	31/12/2021

			for the disclosure of material to such panels should be available, so as to avoid excessive delays in reaching agreement for access to material. Deadlines should only be established when the relevant inquiry or panel has had the opportunity to review the programme of work it is required to do. Any such deadline should be supported with an analysis explaining how the projected deadline has been identified, and why that is a reasonable time within which the work should be completed.			
19	11	25	Arrangements must be made in future to ensure that any Panel has timely access to the material required to do its work. Organisations that promise to make 'exceptional and full disclosure' should be prepared to do so both within the letter and the spirit of such a promise.	<u>External agency lead:</u> Home Office via Round Table on 22/11/2021	The MPS will continue to work with external stakeholders and will undertake necessary activity to ensure any relevant change and/or learning is embedded.	31/12/2021
20	11	72	All independent panels and inquiries examining police investigations should be given full access to the associated HOLMES accounts at their secure premises when they begin their work.	<u>External agency leads:</u> Home Office, College of Policing and National Police Chiefs' Council via Round Table on 22/11/2021	The MPS will continue to work with the CoP and NPCC leads towards a national policing position, and will undertake necessary activity to ensure any relevant change and/or learning is embedded.	31/12/2021
21	11	82	In order to avoid most of the delays and difficulties inherent in this case, and in so many other unsolved cases, there is a need for a review of the processes for archiving historic material with a view to creating a system which can produce national and local documents as required.	<u>External agency lead:</u> College of Policing and National Police Chiefs' Council via Round Table on 22/11/2021	The MPS will continue to work with the CoP and NPCC leads towards a national policing position, and will undertake necessary activity to ensure any relevant change and/or learning is embedded.	31/12/2021
22	11	95	In any future Panel inquiry, arrangements should be made for the storage of sensitive material in the Panel's premises, in a similar manner to provision made for	<u>External agency lead:</u> Home Office via Round Table on 22/11/2021	The MPS will continue to work with external stakeholders and will undertake necessary activity to ensure any relevant	31/12/2021

AGENDA ITEM 5

			inquiries being conducted under the Inquiries Act 2005.		change and/or learning is embedded.	
23	11	113	It is recommended that, whenever a major incident remains under investigation or inquiry, documents should be retained in digitised form, subject to appropriate security measures and made available to those who subsequently and justifiably require access to them.	<u>External agency lead:</u> College of Policing and National Police Chiefs' Council via Round Table on 22/11/2021	The MPS will continue to work with the CoP and NPCC leads towards a national policing position, and will undertake necessary activity to ensure any relevant change and/or learning is embedded.	31/12/2021
24	11	114	In the interest of transparency and public accountability, all public institutions should be under a duty to cooperate fully with independent scrutiny bodies, created by Government, such as the Panel.			