

Angiolini Inquiry

MANAGEMENT STATEMENT

January 2024

Draft updated August 2025

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INTRODUCTION

1. This Management Statement has been drawn up by the Home Office in consultation with the Angiolini Inquiry (“the Inquiry”). This document relates specifically to sponsorship of the Inquiry by the Home Office. The purpose of the document is to ensure that clear roles and responsibilities are in place. It does not seek to detail how the operational activity of the Inquiry will be conducted, which will be a matter for the Chair of the Inquiry.
2. The Inquiry was set up by the Home Secretary to discharge the Terms of Reference set for it for Part 1 and Part 2, which can be found on the [Angiolini Inquiry website](#). The Inquiry’s Terms of Reference was expanded on 7 February 2023 to include the investigation of David Carrick and the Inquiry’s website includes details of the relevant Terms of Reference for this element of the Inquiry’s work.
3. It is in the public interest for the Inquiry’s work to be always conducted in a way that ensures:
 - a. the independence of the Chair in determining how to undertake the Inquiry in order to meet the Terms of Reference;
 - b. the thorough examination and consideration of all the evidence and issues that the Inquiry determines to be pertinent to its Terms of Reference in order to ensure that its reports are complete and robust;
 - c. the fair and equitable treatment of witnesses and all other parties whose interests are affected by the work of the Inquiry; and
 - d. that the Inquiry’s work is conducted as economically and expeditiously as possible, in line with Managing Public Money.
4. None of the provisions in this document shall be read or applied in such a way as to derogate from or compromise these principles.
5. In addition, the Home Office will take all reasonable steps to support the Inquiry financially, having due regard to securing value for public money, to enable the Inquiry to fulfil its Terms of Reference for Part 1, Part 2, and Part 3, (the Carrick Case) in an efficient and expeditious manner.
6. This Management Statement sets out the broad framework within which the Home Office will sponsor the Inquiry and includes:
 - a. The Inquiry’s Terms of Reference for Part 1, Part 2, and Part 3:
 - b. The conditions under which any public funds are paid to the Inquiry;

- c. How the Inquiry must account for its expenditure;
 - d. Staff management and security issues; and
 - e. Other administrative issues.
7. This document has been agreed between the Home Office and the Angiolini Inquiry. Amendments may be agreed between the Home Office and the Inquiry at any time. The Management Statement conveys no legal powers or responsibilities.

THE BASIS FOR THE INQUIRY

8. This Inquiry has been established as a non-statutory inquiry but, if necessary, the Home Secretary may decide to convert to a statutory inquiry if conditions set out in the Inquiries Act are met, including that the Chair has been consulted.
- The Inquiry will be made up of three parts. The Terms of Reference for the Inquiry are held on the [Angiolini Inquiry website](#).

INDEPENDENCE

9. The Inquiry is independent of Government, including the Home Office, and the independence of its investigations is crucial to its effectiveness. The Home Office is committed to protecting the independence of the Inquiry.

Functions and Role of the HO Office Sponsorship Unit (HOSU)

10. The Home Office Sponsorship Unit (HOSU) provides an assurance function of the management and administrative activities performed by the Secretary to the Inquiry and her team, to ensure the Inquiry has what it needs to deliver on its Terms of Reference in a timely and cost-effective manner.
11. The Home Office will provide sufficient budget to the Inquiry to ensure it is adequately funded. The Secretariat will manage this budget in line with government rules. All financial transactions will be processed through Home Office systems to ensure Inquiry and Departmental finance records align.
12. HOSU will keep sponsorship of the Inquiry separate from wider Home Office policy functions. If circumstances arise in which consultation is required (for example, in determining how and by whom an issue is most appropriately handled), this will be done on a formal basis with records taken of actions and decisions. The Inquiry and the Home Office will have routine engagement on matters concerning corporate assurance, funding, the Inquiry's progress in fulfilling its Terms of Reference and, the management of public resources and administration issues. This supporting and assurance function will not however impact on the Inquiry's independence, and the operation of the Inquiry remains entirely a matter for the Chair of the Inquiry.

- 13.** In their support and assurance capacity, HOSU will have no access to, or rights to access, any personal data identifying any Inquiry witnesses or third parties with whom the Inquiry is in contact in relation to its work, or any information concerning the Inquiry's investigations or material that has been disclosed to it.

RESPONSIBILITIES AND ACCOUNTABILITY

14. The Home Secretary is accountable to Parliament for the funding and overall support given to the Inquiry. They may designate another Minister to assist them in the discharge of their duties. The Home Secretary's responsibilities include:

- a. appointing the Inquiry Chair;
- b. appointing any Inquiry Panel Members in consultation with the Inquiry Chair;
- c. setting the Terms of Reference;
- d. providing appropriate financial and other resources to the Inquiry;
- e. reporting to Parliament on Home Office sponsorship responsibilities in relation to the Inquiry;
- f. satisfying their obligations under s.6 of the Human Rights Act and in relation to national security prior to publishing the report/s;
- g. receiving the Inquiry's Report/s;
- h. publishing the report/s, and laying it before Parliament; and
- i. responding to Inquiry's findings relevant to the department.

15. The Inquiry Chair is responsible to the Home Secretary for leading the Inquiry in fulfilling its Terms of Reference and reporting the Inquiry's findings. Subject to the principles set out at paragraph 3, the Chair is responsible and accountable for the proper management of public resources and expenditure on Inquiry business. This accountability will normally be through the Inquiry Secretary to the Permanent Secretary as Principal Accounting Officer for the Home Office. The Chair's duties include:

- a. conducting the work necessary to discharge the Inquiry's Terms of Reference;
- b. providing leadership to the Inquiry;
- c. ensuring high standards of probity and impartiality;
- d. being responsible for the efficient use of resources;
- e. collating and assessing evidence relevant and necessary to the Terms of Reference;

- f. ensuring appropriate consideration in relation to human rights, -; fulfilling their obligations in relation to human rights as a public authority for the purposes of s.6 of the Human Rights Act 1998.
- g. providing the Home Secretary with the Inquiry reports, presenting the Inquiry's findings and recommendations.

16. The Permanent Secretary of the Home Office, as the Department's Principal Accounting Officer, is responsible for the standard of financial management in the Department as a whole. In this context, the Principal Accounting Officer is accountable to Parliament for spending by the Inquiry. In particular, the Principal Accounting Officer of the Home Office expects to be assured that:

- a. the financial and other management controls applied by the Home Office to the Inquiry are appropriate and sufficient to safeguard public funds and that the Inquiry's compliance with those controls is effectively monitored;
- b. the internal controls applied by the Inquiry conform to the requirements of regularity, propriety, value for money and good financial management;
- c. the Inquiry has detailed project planning and is making sufficient progress to fulfil its Terms of Reference; and
- d. the Inquiry has in place appropriate governance structures and process to manage and mitigate risks to the Inquiry and to the Department.

17. The Sponsor of the Inquiry is a Director in the Home Office. This Sponsor, in consultation with others as necessary, is the primary source of advice to the Home Secretary on the discharge of their sponsorship responsibilities in respect of the Inquiry; for example, their responsibilities to keep Parliament informed. The Sponsor is the primary point of contact for the Inquiry in dealing with the Home Office on matters concerning funding, the Inquiry's progress in fulfilling the Terms of Reference, the management of public resources and administration issues. The Sponsor shall advise the Home Secretary of:

- a. the agreed budget/forecast for the Inquiry and any material changes;
- b. progress being made by the Inquiry; and
- c. sponsorship issues that the Inquiry would wish brought to the attention of the Home Secretary.

18. In support of the Principal Accounting Officer the Sponsor will:

- a. Manage the delegation of budget to the Inquiry in accordance with the conditions of delegation;

- b. Monitor the Inquiry's expenditure on a monthly basis and progress in fulfilling the Terms of Reference on a continuing basis through regular meetings with the Inquiry Secretary;
- c. Address in a timely manner any significant problems raised by the Inquiry concerning its finances or other resources; and
- d. Inform the Inquiry of relevant Government policy and procedures relating to financial management in a timely manner, advise as appropriate on the interpretation of that policy and issue specific guidance to the Inquiry as necessary.

19. The Inquiry Secretary (acting on behalf of the Chair/Inquiry) is the Senior Accountable Officer for the Inquiry and shall ensure that, since the Inquiry is funded by the Home Office, the Inquiry's affairs are conducted with due probity in line with the requirements applicable of Managing Public Money¹ and any subsidiary rules and/or regulations governing expenditure within HM Government. The Secretary acts as the main source of internal support and advice to the Chair, and a source of internal challenge, as appropriate. The Inquiry Secretary reports to the Inquiry Chair, and has a particular leadership responsibility for:

- a. Advising the Inquiry on the efficient and effective use of staff and other resources and ensuring the Inquiry has the necessary infrastructure in place;
- b. Ensuring that adequate internal management and financial controls are in place, including effective measures against fraud and theft, and ensuring that any statutory or administrative requirements for the use of public funds are complied with;
- c. Managing the Inquiry budget in accordance with the letter of budget delegation from the Sponsor;
- d. Ensuring that all public funds made available to the Inquiry are used for the purpose intended by Parliament, and that such monies, together with the Inquiry's assets, equipment and staff, are used economically, efficiently and effectively and with due regard to value for money principles;
- e. Ensuring that the Inquiry operates within the limits of its remit and in accordance with any other conditions relating to the use of public funds, including Managing Public Money and Her Majesty's Treasury approval via the Sponsor for novel and contentious spend, and taking corrective or appropriate action as necessary in response to likely overspends or other adverse financial risks.

¹https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/212123/Managing_Public_Money_AA_v2_-_chapters_annex_web.pdf

- f. Preparing the Inquiry's programme and project plan to support the regular liaison between the Inquiry and Sponsor about the expenditure of the allocated budget and progress against the timescales within which the Inquiry expects to fulfil its Terms of Reference;
 - g. Consulting the Sponsor, other relevant units within the Home Office and, after consultation with HOSU, other relevant sources of financial, procurement or other expertise within central Government as necessary, to assist in the efficient, effective and expeditious delivery of the Inquiry's Terms of Reference;
 - h. Keeping the Sponsor informed of the Inquiry's progress in achieving its objectives and the Terms of Reference and how resources are being used to achieve these objectives; and
 - i. Provide the Sponsor with monthly forecasts and monitoring information on finance (with follow-up meetings if required) and notifying the Sponsor promptly if overspends or underspends are likely or if there are any other significant management or financial or resource problems.
- 20.** Providing the Sponsor with updates as needed (at a meeting convened by the Sponsor or by any other means agreed) on sponsorship matters; and other relevant information, or, if necessary, as and when the matters emerge; although noting that when providing any such progress updates, no personal data identifying any Inquiry witnesses or third parties associated with the Inquiry, or any information concerning the Inquiry's investigations or material received, will be shared with the Sponsor, the HOSU and/or the Home Office by the Inquiry;
- a. Implementing risk management and other relevant financial or management guidance promulgated by HM Treasury and/or the Cabinet Office;
 - b. Utilise project planning and management tools from the outset to ensure consistency and accurate forecasting;
 - c. Ensuring effective personnel management policies covering fair treatment on the basis of merit, performance management and appraisals, continuous professional development, and grievance and disciplinary procedures are in place and maintained;
 - d. The Inquiry must ensure that its recruitment and retention policies are in line with the standard guidance appropriate to the Civil Service. For those staff on loan from the HO, if the Inquiry wishes to deviate from the agreed Home Office policy, the Inquiry must secure the agreement of the Sponsoring Department. The Inquiry Secretary will also work closely with the Home Office Human Resources team on any personnel matters affecting civil servants or staff employed by, or on loan to, the Inquiry;

- e. Regularly reviewing workforce planning to ensure the resources are most efficiently deployed to meet the needs of the Inquiry and focused on delivering the Terms of Reference. Where resourcing creates additional liabilities for the Home Office, the Inquiry should consult the Home Office Sponsor in advance of any decisions;
- f. Ensuring that adequate personnel and physical security processes are in place, and those who work there are aware of their responsibilities;
- g. Ensuring that suitable whistle-blowing policies and procedures are in place, recognising the Inquiry's independence from the Home Office; and
- h. Providing public facing communications and responding to media enquiries in matters which relate to the day to day running of the Inquiry.

21. The Chair, and all those engaged to support them shall act in accordance with their wider responsibility to:

- a. Comply at all times with rules relating to the use of public funds; act with impartiality and confidentiality, ensuring conflicts of interests are avoided;
- b. Ensure that information gained in the course of their public service on the Inquiry is not disclosed or misused for personal gain or for political profit, nor seek to use the opportunity of public service to promote their private interests or those of connected persons or organisations;
- c. Comply with Government guidance on the acceptance of gifts and hospitality, and of business appointments;
- d. Ensure that Government information given to the Inquiry is handled in accordance with Government security regulations; and
- e. Act in good faith and in the best interests of the Inquiry.

22. The Home Office is responsible for replying to Parliamentary Questions about the Inquiry and to any Freedom of Information Act 2000 requests it receives in relation to information which it holds about the Inquiry. The Inquiry itself is not listed as a public authority in Schedule 1 to the Freedom of Information Act 2000 and is not subject to its requirements. The Inquiry will routinely publish expenditure information, including on expenses of the Chair and senior staff bi-annually.

Planning

23. The Inquiry shall produce a high level financial plan and indicative budget. The plan shall include key targets and milestones for the establishment and running of the Inquiry' work and shall be linked to budgeting information. .

Financial Matters

- 24.** The Inquiry shall operate management information and accounting systems, which enable it to review in a timely and effective manner its performance against the budgets and targets and identify the need for corrective or appropriate action as necessary.
- 25.** The Inquiry shall meet periodically with Home Office finance to implement and maintain accurate forecasting and budgetary reporting.
- 26.** The Inquiry shall present its budget to the Home Office as part of its annual business planning round, ordinarily in December. This will include a detailed assessment of the budget required to allow the Inquiry to deliver its remit successfully for the following year. Following approval of the budget, the Inquiry will be issued with the following documents:
- a. A sub-delegation letter (this relates only to the Inquiry's budget and not in relation to any other aspects of the Inquiry's operation); and
 - b. A statement of any planned change in policies affecting the Inquiry, for example any changes to central cost controls from HM Treasury or the Cabinet Office.
- 27.** As noted above, the Inquiry Secretary is responsible for notifying the Sponsor if there are any external conditions that could affect the smooth running of the Inquiry's work - particularly if this could result in a need to re-examine the budget allocated to the Inquiry.

Procurement

- 28.** Procurement exercises will be undertaken by the Home Office on behalf of the Inquiry. Any exercises will be conducted in accordance with the Public Contracts Regulations 2015 and Home Office procurement policies.
- 29.** Where Cabinet Office approval is required for specific areas of the Inquiry's spend, as set out in the guidance from the Cabinet Office on Gov.uk² the Inquiry will work with the Home Office, as the sponsor department, in relation to such spend. The Home Office will, in turn, submit any expenditure proposals to the Cabinet Office on the Inquiry's behalf, copying in HM Treasury, for Cabinet Office approval. The Home Office will inform the Inquiry of the outcome of submitted proposals.
- 30.** All assets procured by the Inquiry contractually rest with the Home Office.
- 31.** The Inquiry will be responsible for managing all contracts to ensure performance delivery and compliance with contract terms and conditions.

Internal Audit

² <https://www.gov.uk/government/publications/cabinet-office-controls>

32. Due to the Home Office funding of the Inquiry, all the Inquiry's procedures and processes should comply with Her Majesty's Government audit requirements. Auditors should be given access to the Inquiry's management records when requested, but **not** to records concerning the evidence requested/obtained by the Inquiry, the analysis or interpretation of that evidence, the decisions of the Inquiry, the Inquiry's dealings with witnesses and other parties to the Inquiry's work, including communications, legal advice, or any other records where this would conflict with the overriding principles outlined at paragraph 3 of the Introduction.

Additional Department access to the Inquiry

33. In addition to the right of access for internal audit provision referred to in the section above, the Home Office shall be given access to all the Inquiry's relevant financial management and HR records only to the extent that this is necessary to support the Inquiry Secretary in providing the appropriate level of financial assurance to the Home Office, and in supporting the duty of care owed to the Inquiry's staff.

34. Except in the case of publication by or for the Inquiry as instructed by the Chair, the Home Office shall not have access to records that relate to the evidence requested/obtained by the Inquiry, the analysis or interpretation of that evidence, the decisions of the Inquiry, or the Inquiry's dealings with witnesses and other parties to the Inquiry's work, including communications, legal advice, or any other records where this would conflict with the principles outlined at paragraph 3 of the Introduction.

35. Notwithstanding the provisions concerning rights of access and the ability to request certain information, the Home Office and the Inquiry agree that any records or information created, collected, or held by or for the Chair/Inquiry during the course of the Inquiry's work in delivering its Terms of Reference will not be held by the HO (or any other Government department) unless and to the extent expressly stated otherwise.

Register of Interests

36. The Inquiry shall maintain a written register of interests of the Chair and provide a copy of that document, and any changes to it, to the Sponsor.

37. All those working on the Inquiry and others engaged on the Inquiry's business (including contractors or consultants) should declare any interests they have in respect of the nature of the Inquiry's work. Similarly, records should be kept of any financial interest by Inquiry members or staff in any company/consultant engaged in the Inquiry's work. A record should also be kept if any Inquiry member or member of staff knows any of the information providers, interested parties, core participants or their representatives.

SUBMISSION AND PUBLICATION OF INQUIRY REPORTS

- 38.** The Chair must deliver Inquiry reports to the Minister setting out the facts determined by the Inquiry as per the Terms of Reference. The Home Secretary will publish the reports including determining the date for publication, and will have regard to their obligations under the Human Rights Act and their duties in respect of national security before the reports are published.
- 39.** The Home Office shall not have access to any of the Inquiry's evidence, findings or reports up until the point that the Chair delivers the reports to the Home Secretary (and only then to the extent of its contents), unless and to the extent it is agreed with the Inquiry Chair.
- 40.** As early as reasonably practicable, and in advance of the reports being finalised, the Inquiry and the Home Office will agree the process under which it will submit its report to the Home Secretary for publication. This will include a period for any necessary checks to fulfil Home Secretary's responsibilities and statutory duties to protect national security and under the European Convention on Human Rights.

GOVERNANCE AND ASSURANCE

- 43.** The Inquiry Secretary shall ensure that:
- a. Management structures are in place to discuss projects, finance, risk, workforce planning, and performance;
 - b. Effective processes are in place to escalate issues and opportunities to the correct level for consideration;
 - c. Decisions made are in line with the Inquiry's Terms of Reference, and relevant policies and legislation; and
 - d. Controls and processes for making decisions are in place, understood, documented, reviewed regularly and tested.

INQUIRY TEAM MANAGEMENT

- 44.** The Inquiry Secretary shall ensure that:
- a. Team members are treated fairly on the basis of merit;
 - b. There is no discrimination or harassment on grounds of sex, gender reassignment, marriage, civil partnership, sexual orientation, race, religion or belief, disability, pregnancy, maternity or age;
 - c. Home Office performance management procedures are in place to ensure that the performance of its civil service staff at all levels is satisfactorily appraised in order to deliver the Inquiry's Terms of Reference;
 - d. Its team members are encouraged to acquire the appropriate professional, management and other expertise necessary to achieve the Inquiry's Terms of Reference;

- e. Proper consultation with team members takes place on key issues affecting them;
 - f. Home Office grievance and disciplinary procedures are in place;
 - g. Team members are aware of whistleblowing procedures;
 - h. The equality duty is considered, and any actions implemented if necessary; and
 - i. The Inquiry Secretary will also work closely with the Home Office Human Resources team on any personnel matters affecting civil servants employed by, or on loan to, the Inquiry.
- 45.** Workforce planning should be undertaken and reviewed regularly to ensure the resources are most efficiently deployed to meet the needs of the Inquiry and focused on delivering the Terms of Reference. Where resourcing creates additional liabilities for the Home Office, the Inquiry should consult the Home Office Sponsor in advance of any decisions. All recruitment decisions and appointments must be authorised by the Strategy Director in line with HO policies and any controls in place at that time.
- 46.** The Inquiry Secretary should provide the Home Office with a list of positions, grades, and areas of work, for all staff working for the Inquiry/Chair, so far as possible without impacting on the independence of the Inquiry.

FRAUD AND THEFT

- 47.** The Inquiry shall adopt and implement policies and practices to safeguard itself against fraud and theft in line with Government guidance.
- 48.** All cases of attempted, suspected or proven fraud shall be reported to the Home Office immediately, irrespective of the amount involved. The Home Office may report such matters onward as required by internal procedures.

PROTECTIVE SECURITY

- 49.** The Inquiry must ensure that personnel and physical security processes are in place, and those who work there are aware of their responsibilities.

INFORMATION MANAGEMENT AND DATA PROTECTION

- 50.** The Inquiry must comply with the requirement under the Public Records Act 1958 to make arrangements for the preservation of inquiry records.
- 51.** The National Archive guidance on storage and transfer should be adhered to. Where sensitive material cannot be transferred to The National Archives, the Inquiry will make necessary arrangements with the Home Office for the transfer of information in a timely manner.

- 52.** The Inquiry will ensure that its work with data and information is conducted in accordance with all applicable legislation, that appropriate data protection and security policies are in place throughout the lifecycle of the Inquiry from inception to closure, and that Information Systems have been assured by Home Office Cyber Security (HOCS) prior to operational use.
- 53.** The Inquiry must also ensure that the Chair, and all those engaged to support them, receive necessary training appropriate to the risks presented by the personal data processing the Inquiry will undertake, and their individual role. The Inquiry will ensure that it adheres to the relevant provisions of the data protection legislation as defined in section 3(9) of the Data Protection Act 2018.



Melissa Smith
Strategy Director, Senior Sponsor

Signed on behalf of the Home Office



Laura Gibb
Inquiry Secretary

Signed on behalf of the Angiolini Inquiry

24 October 2025