PROJECT PROPOSAL

(Use this form at the end of Phase 1 to obtain approval to go ahead with the project)

IDENTIFYING INFORMATION

Project Name:

Review & Develop Best Practice Human Source Management Policy.

Project Category:

Crime Department Project

Project Sponsor:

Assistant Commissioner Simon Overland – Crime Department

Concept Proposal Prepared By:

Superintendent Anthony Biggin & Sandy White-O
PII

PII

11 September 2003.

BACKGROUND INFORMATION

Project Purpose

This project commenced as a consequence of issues identified during a review of the former Drug Squad Review 2001, and the work of Task Force Ceja, which have been further reinforced by events occurring in September 2003 relative to the inappropriate use of human sources (informers).

The use, tasking and management of human sources are a significant issue and a high risk to Victoria Police, and the community. It is acknowledged that human sources are a valuable asset and crucial to the success of intelligent led policing.

Victoria Police needs to move towards the treatment of human sources as an organisational tool and not the property of an individual.

Project Aim:

To Review & Develop best practice Human Source Management Policy for Victoria Police.

Project Objectives:

In accordance with the Commissioning Statement from Assistant Commissioner Overland issued 24/07/03 –namely to address the following broad issues:-

Primary Objectives

- Review the current practices of Victoria Police of human source trade-craft

- Identify best practice within Australia/Internationally of human source trade-craft

- Move towards human source information being treated as an organisational resource

- The identification and use of human sources in defined areas of need based on intelligence and operational requirements (Tasking trade-craft)

- Tasking human sources with specific requirements to further tactical and operational objectives

- The trade-craft required to leverage human source information as a major intelligence and investigation tool, and

- The consequences of current policy, practices, procedures and training that flow from findings.

- Submit recommendations based on above evidence from research

Project Scope:
- Review current practices of human source trade-craft
- Identify existing best practice within Australia and Internationally
- Identify the cultural impediments
- Submit report and recommendations

This will be achieved by:-

Liaison with the above mentioned areas, including review of enabling policy formed by LEA's both National & International

Identification of the relative requirements of staff (including training issues) that will enable staff to adopt this approach.

Identification of the cultural barriers confronting Victoria Police and how to overcome them

Exclusions

The project team will not:-

- Review current Victoria Police Management Policy (just introduced).

- The team will identify but not implement appropriate training

- Implementation of recommendations will not be conducted by Project Team (this is seen as another project)

Research/Analysis:

Assumptions
- Victoria Police do not handle human sources professionally
- Victoria Police do not understand fully the risks associated with human sources
- Some members are reluctant to cultivate/use human source
- Victoria police does not tactically target human sources to appropriate tasks
- Victoria police do not recognise human sources as a Force Resource

a)   **Previous Work**

Extensive work has been undertaken to form the Informer Management Unit, arising from the Drug Squad Review papers.

Other LEA's both national & International are moving in this direction, Victoria in many ways is behind them in terms of this methodology.

Senior Constable Paul Walshe (Vicpol member) on secondment with the ACC has just completed a Churchill Scholarship on many of the above mentioned issues.

This project will not be about creating "a new-world order" but building upon and adopting practices of that have proven to be a success.

The issue for the project team will be the identification and validation of best practice.

b)   **Consultation**

Attend the Human Source Management Workshop in Adelaide 03-04 September 2003 whereby all Australian Agencies (except Taspol) were represented. Valuable network & policy papers obtained & are being reviewed.

It is also proposed to consult widely with stake-holders in this emerging spectrum of expertise.

The ███████ and ███ have dedicated Human Source Units, it is expected they will be consulted with to identify the strengths & weaknesses of their models.

Constraints

This project is time critical due to the high risks associated with human sources.

No budget has been assigned to this project.

Project team members are part time – and must perform operational duties as well as project

Measure of success

Reduction in complaints against members
Increase in successful investigations as measured by the Action Plan
Increase in number of human sources recruited and registered

ORGANISATIONAL IMPACT

Organisational Fit

(Which of the following four key Value Areas or Performance Measures does this project contribute to? Descriptions of each can be found in the 5-Year Plan)

5 Year Plan Value Areas:

Intelligent Policing	X
Confident Policing	X
Community Policing	X
Partnership Policing	X

5 Year Plan Key Performance Measures:

Reduction in the Crime Rate	X
Reduction in the Road Toll & incidence of road trauma	
High levels of Community Perceptions of Safety	X
High levels of Customer Satisfaction with Policing Services	X

Information and Technology Systems

It will have significant issues in respect to security & safety of human source information, identity and information/intelligence sharing.

Fit with Strategic Goals –5-Year Strategic Plan

It is the view of this author that this project fits within each of the value areas of the five year plan, it will lead to better use of information, improved partnerships, intelligence with a reduction in crime leading to increased public confidence.

In clearly fits within the scope of intelligent policing.

Organisational Structure

It <u>may</u> impact on the role & functions of the Informer Management Unit.

It will certainly impact on the manner & use of informers (human sources) by Vicpol, & will require a cultural change that can be achieved through training & time.

Linkages

It broadly links to Project Interpose, the intelligence management system. It also links clearly with the function & duties of the newly formed Informer Management Unit.

Task Force Ceja may identify issues arising from their investigation that may impact on the Project recommendations.

Benefits

There should be broad ranging cost benefits to Victoria Police, but alternately it may also lead to cost increases, depending on how intelligence gained is interpreted and used by the Force.

Victoria Police will move towards becoming an intelligence led organisation and will be able to provide quality advice based on "real time" information.

Increased confidence by the community with Victoria Police and should increase our level of professionalism.

Risks of Not Proceeding:

The five year plan objectives may not been achieved.

Also leaves the organisation open to inappropriate handling of human sources.

If the project doesn't proceed many of the initial issues identified by the Drug Squad review & Task Force Ceja may not be acted upon in a timely & appropriate manner.

Continued negative Media comments.

Increased litigation
Inability to meet action plan targets
Failure to capitalise on an opportunity to reduce crime
Continued failure to develop and utilise a force resource to its maximum potential

Risks of Proceeding:
Overlap with issued identified by Task Force Ceja.
Possibility for conflicting recommendations with previous research.
Budget implications attached to recommendations.

PROJECT INFORMATION

Proposed Governance Arrangement

Project Sponsor Assistant Commissioner Overland is the project sponsor.

Areas to contribute should be:-

- Crime Department – MDID, OCID & Strategic Services

- Regions 1 to 5

- State Intelligence Division (Informer Management Unit) & Undercover Unit

- ESD – Inspector Paul Naylor

- ACC (Paul Walshe)

Project Director: Commander Purton
(if applicable)

Steering Committee: Assistant Commissioner Overland
Commander Purton
Commander Moloney
Superintendent Biggin

Project Manager: Superintendent Biggin

Project Team: Superintendent Biggin
Inspector Steve Clark Strategic Directions Unit
Inspector Paul Naylor ESD
Sandy White-O
Sergeant Glenn Owen (IMU)
Cruze - DSS
Detective Senior Constable Paul WALSHE (ACC)

(Which of the following positions/groups will be responsible for approving each phase of the project?)

Strategic Development and Implementation Programme (SDIP) ☐
Project Sponsor ☐
Steering Committee ☐
Other (please specify) ☐

PROPOSED PLAN/METHODOLOGY

Traditionally Victoria Police (including Crime Department) have cultivated and utilised human source information on a "case-by-case" basis, generally resulting in human sources being considered the 'property" of individual members/work Units.

This approach in addition to posing a high risk to the Victoria Police and its members, has resulted in an inability to tactically and strategically task human sources on a Force wide or Department level.

These has been considerable research conducted into human sources on a National and International level. In line with the Crime Departments commitment to the value are of "partnership policing", this project intends to research and where applicable, recommend we adopt best practice in human source management practices identified.
This will be done by the following:-
- Phase 1 – attend Human Source Management Workshop (completed)
- Review literature in respect to Workshop
- Conduct literature review on the topic
- Conduct focus groups to identify & work through issues to identify best practice
- Liaise with National & International LEA in respect to best practice, policy & trade-craft
- Identify suitable training package for Victoria Police on human source management
- Review findings
- Prepare report & make recommendations

Schedule

(Provide more detailed information for phase 2.)

PHASE 2		
Start Date 09/09/03	**End Date** 08/11/03	
Milestone (What will be the major deliverables or intermediate project outcomes of your project?)		**Planned**
Review literature & readings after attending workshop		

PHASE 3		
Start Date 8/10/03	**End Date** 07/12/03	
Milestone (What will be the major deliverables or intermediate project outcomes of your project?)		**Planned**
Conduct focus groups to further identify & work through issues		

PHASE 4		
Start Date 08/11/03	**End Date** 07/01/04	
Milestone (What will be the major deliverables or intermediate project outcomes of your project?)		**Planned**
Liasion with LEA -		
Review findings		

PHASE 5		
Start Date 08/01/04	**End Date** 31/03/04	
Milestone (What will be the major deliverables or intermediate project outcomes of your project?)		**Planned**
Identify suitable training package -		
Review findings & prepare report.		

(Utilise intranet site for monthly reports on achievement of milestones.)

Risk Assessment

Failure to identify best practice will potentially lead to a lack of participation and consequent compliance issues.

Poor policy development will not lead to an outcome of cultural change.

Corporate change will not occur without appropriate marketing strategies driving a paradigm shift in human source management.

Resourcing Requirements

All resources for project should be met through existing operational resourcing.

PROJECT COSTS	ESTIMATED
PROJECT CODE:	**Phase 2**
	$
Personnel	
FTE - (Detail staff nos. and classification)	Nil
Fixed costs – Personnel	N/A
Workcover	N/A
Payroll tax	N/A
Superannuation	N/A
Leave Loading	N/A
Total Staff Costs	N/A
Information Technology	
Computer (s)	N/A
Printer	N/A
Discretionary	
Professional Development	N/A
Consultancies	N/A
Consumables	N/A
Uniform/Upkeep	N/A
Catering	N/A
Mobile Phone	N/A
Publications	N/A
Office Establishment Costs – estimate (includes furniture, telephones, etc)	N/A
Travel	$10,000
Other	
Building Maintenance etc.	N/A
Assets	
Equipment (Including office and technical equipment >$1,000)	N/A
TOTAL	$10,000

(Utilise intranet site for monthly reports on project expenditure.)

(What will be the source of funding for the next phase?)

ERC ☐
Internal Budget Bid ☐
Operating Budget ☐
Other (please specify) Department ☐

APPROVALS

1. Department Head

NAME AND TITLE:	SIGNATURE:	DATE:

Simon Overland
Assistant Commissioner (Crime)

2. Corporate Improvement Unit
(Confirmation of Project Category)
(Approval for listing at SDIP)

NAME AND TITLE:	SIGNATURE:	DATE:

3. Portfolio Head *(where applicable)*

NAME AND TITLE:	SIGNATURE:	DATE: