

This document has been redacted for Public Interest Immunity claims made by Victoria Police. These claims are not yet resolved.

**From:** Ashton, Graham  
**Sent:** Mon, 18 Feb 2013 07:46:24 +1100  
**To:** Pope, Jeff  
**Cc:** McKinney, Timothy  
**Subject:** RE: Outcomes of Covert Services Review

No probs

**Graham Ashton AM**

Deputy Commissioner, Specialist Operations

address Level 10, Tower 1 637 Flinders Street Docklands Vic 3008

phone [REDACTED] fax [REDACTED] email [REDACTED]@police.vic.gov.au

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**From:** Pope, Jeff  
**Sent:** Monday, 18 February 2013 7:19 AM  
**To:** Ashton, Graham  
**Cc:** McKinney, Timothy  
**Subject:** FW: Outcomes of Covert Services Review  
**Sensitivity:** Confidential

Graham

Not sure if Lucinda will raise this at your meeting this morning but just in case the email I sent to all of Command is below and I sent you two emails the week before the planned announcement which included the proposed TOR for the Human Source Management Committee for the info of Executive Command.

JP

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**From:** Lay, Ken (COMMISSIONER)  
**Sent:** Saturday, 16 February 2013 1:02 PM  
**To:** Nolan, Lucinda  
**Cc:** Blayney, Jack  
**Subject:** FW: Outcomes of Covert Services Review  
**Sensitivity:** Confidential

Hi Lucinda,

I think Jeff's email is clear about the need to engage with the Regions to determine the final model. I am strongly advised that the impact on the Regions will be very minimal in the short term (3 of the Regions will see no impact).

Happy to chat Monday.

Ken

**Ken D. Lay APM** |Chief Commissioner

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**From:** Pope, Jeff  
**Sent:** Tuesday, 12 February 2013 9:36 AM  
**To:** Lay, Ken (COMMISSIONER); Tabain, Merita  
**Cc:** Fryer, Douglas  
**Subject:** RE: Outcomes of Covert Services Review  
**Sensitivity:** Confidential

Merita

We have been working with Sandra Higgins who has something ready to go more broadly internally if needed and can be used for a media statement if we get to that unfortunate situation

JP

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**From:** Lay, Ken (COMMISSIONER)  
**Sent:** Tuesday, 12 February 2013 9:34 AM  
**To:** Tabain, Merita  
**Cc:** Pope, Jeff  
**Subject:** FW: Outcomes of Covert Services Review  
**Sensitivity:** Confidential

Hi Merita,

Might be worth getting something in the can for this, it does have the potential to become a public issue. Could you speak to Jeff. Just to reiterate, this decision was based on some very strong and compelling evidence that required quick action.

Ken

**Ken D. Lay APM** |Chief Commissioner  
**address** Level 10 Tower 1 637 Flinders Street Docklands Vic Australia 3008  
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**From:** Pope, Jeff  
**Sent:** Tuesday, 12 February 2013 9:22 AM  
**To:** VP COMMAND  
**Subject:** Outcomes of Covert Services Review  
**Sensitivity:** Confidential

**IN CONFIDENCE**

Dear Colleagues

After an extensive internal review of the ICSC Covert Services Division, which has also been complemented by an external review on human source management, a number of recommendations have been formulated and are being communicated to the staff of the Covert Services Division this morning. The Chief Commissioner,

Deputy Commissioner Ashton and The Police Association have been briefed on these recommendations.

The most significant recommendations include:

- closing the Source Developing Unit with all staff (PII [REDACTED]) to transition out of the unit over the next 2 weeks. It is a finding of the review that a better work practice to mitigate the high risk created by a centralised source management team is to create a more decentralised model. A committee will be formed in the coming weeks (leveraging from the current Human Source Management Governance Committee), in consultation with Crime and Regions, to further examine this issue and our human source management model and strategy for the future. A plan is being executed over the coming days to transition the existing SDU staff into other positions for a period of 3-6 months while a formal matching process takes place with the assistance of HR/IR. We are also working closely with Welfare and other support services during this period. A comprehensive plan has also been devised with respect to the continuing management of the few human sources presently managed by the SDU to mitigate any risk to service delivery
- implementation of Maximum Time in Position at the [REDACTED] and at the [REDACTED] for all Senior Sergeants and Sergeants which will have an impact on staff currently occupying those positions. This transition will occur over the next 12 months or so to ensure we effectively manage the Units and maintain service delivery and we effectively manage and support the staff during the transition.

The implementation of the outcomes of this review will present some challenges for ICSC and the staff which we will carefully work through. I will keep you informed on the progress of these matters and Doug and I look forward to working with you as we look to take our human source management model for the organisation to the next level where much better governance, risk management, training, support and mentorship will be provided to ensure better outcomes for the organisation and the community.

If you have any queries regarding the details of the outcomes of this review please contact either Doug Fryer or myself.

Regards

JP