

5. Handlers to have a full understanding of Legal privilege and a full understanding of the “need to know” principle ensuring confidentiality of a Source’s identity is maintained.

It is important for all handlers to have a full understanding of the legal field that they are operating in by dealing with Sources as a core function. Failure to have a full understanding of this could render that handler liable for the disclosure of certain information that should not be disclosed. At the same time the handler should be aware of the protection that the law offers handlers to enable them to properly protect a Source including a Source’s identity.

The “Need to Know” principle is an area that too many times is either forgotten or not given sufficient regard. It is a principle that is quite self-explanatory. It is designed to protect the identity of a Source and the integrity of any investigation the Source may be contributing to.

6. Annual formal contact (Conferences/Workshops) between all Australian Law Enforcement Agencies regarding Source management.

This would ensure that open liaison is maintained by the people working in the specific field of Source management in the various agencies. These conferences would ensure the needs and requirements of other Agencies are understood and met. This would make certain that best practice concerning the recruitment, management and protection of confidential human Sources is employed. Therefore ensuring the most effective use of Sources nationally, to enhance investigations into Organised Crime.

The basic principles that are paramount for the effective management of any Source handling and management system, are the twin pillars of supervision and control. Working with Sources involves risk, not only to the Police and Source, but also to the wider community, therefore the following of well-established basic principles will always apply. A clear reason for why a Source is to be used in the first place must always be established. What is the identified intelligence requirement that this Source can service on behalf of Law Enforcement? The professional management of Sources is time consuming and resource intensive, when done properly. With only finite resources available it is absolutely essential that the most effective Sources are recruited and that these are kept tightly focused upon identified policing priorities. Sources that distract Police attention away from identified objectives may have a prejudicial effect.

The Source is always a resource of the police service and never the property of an individual officer. This overarching principle is the foundation upon which all Source use is based. Controllers must intrusively supervise and manage relationships between sources and handlers. Limitations on the length of relationships between Police Officers and Sources should be applied to all officers engaged in the handling of Sources. The Sources themselves must be prepared to be introduced to new handlers from time to time as directed. All Sources must be registered within a central registration system and must have current and appropriate authority for 'use and conduct'. Sources should not be recruited if there are insufficient handlers or controllers available to manage and control them safely and professionally. Sources must not be placed in jeopardy as a result of a lack of police resources. If there are insufficient staff to enable the source to be properly handled and controlled, then the Source must not be recruited just for the sake of having more Sources "on the books".

This is a primary reason why dedicated Source Management Units must be created, properly staffed and resourced.

National Human Source Working Group

The intention of the workshop program held in Adelaide on the 21-22nd September 2003, was to bring together key persons within Australasian law enforcement with a background in human source management, and develop a set of key principles that could be endorsed by the Australasian Crime Commissioner’s Forum (ACCF) and adopted throughout Australasia. These principles seek to compliment existing agency policy by underscoring the importance