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VICTORIA POLICE

COMMISSIONER of POLICE

JECT: **Covert Services Review - Recommendations**

.te prepared: **11 / 12 / 2012**

Action Area	Covert Services Division, Intelligence and Covert Support Command
Action Officer	Superintendent Paul Sheridan
Endorsing Officers	Deputy Commissioner Graham Ashton Assistant Commissioner Jeff Pope Commander Doug Fryer

RECOMMENDATIONS

That you:

1. Note and consider the review findings and actions
2. Endorse the review recommendations
3. Brief Executive Command accordingly

☐ Noted
☐ Agreed
☐ Please discuss
☐ Please action

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Graham Ashton
Deputy Commissioner Specialist Operations

Date: / 12 / 2012

PURPOSE

1. To brief the Chief Commissioner on the Covert Services Division Review findings and seek endorsement to action the nine recommendations contained therein.

BACKGROUND

2. In March 2012, Assistant Commissioner Pope of the Intelligence and Covert Support Command commissioned a review into the Covert Services Division (CSD) to;
   - Examine the structure to ensure CSD is best placed for future challenges within the operational environment; and to
   - Assess the efficiency of the current intelligence flow from CSD to the wider intelligence holdings of Victoria Police, particularly those within the Intelligence and Covert Support Command (ICSC).

3. The terms of reference for the Review were:
   - Review the structure of the CSD to ensure that it is best placed to respond to customer needs, organisational objectives and priorities;
   - Review Position Descriptions with a view to ensure currency and consistency;
   - Examine the Health and Wellbeing implications for long term deployment in the covert policing environment with regard to business continuity and succession planning; and to
   - Examine the current intelligence structures in place within the CSD and the State Surveillance Division to enhance efficiency and provide support to investigations in a timely manner.

4. A steering committee was established and communication with The Police Association (TPA) occurred throughout the review. The Steering Committee consisted of ICSC management representatives together with representatives from Human Resources Department, Workplace Relations and Force Psychology Unit.

Health and Wellbeing assessment of covert policing positions

5. Complacency due to long term exposure to covert policing was identified as being of significant concern and risk to Victoria Police. Dr. █████ from the Police Psychology Unit identified the value of introducing MTIP at the ██████ and SDU and highlighted risks of not doing so such as the long term disconnection from police identity and the broader organisation. Dr █████ cited SDU as being at particular risk due to frequent contact with career criminals within high pressure situations. The steering committee accepted Dr █████ advice.

6. SDU and ▮▮▮▮ staff were identified as having rigid thinking, some militancy and systemic resistance to change which raised significant health and safety concerns. A number of specific cases to the SDU were examined which concerned member safety, unethical high risk behaviour and regulation 21 transfers being sought due to workplace stress (3 recently).

Source Development Unit

7. Coincidental and independent to the CSD review Mr Neil Comrie AO APM conducted a specific review into the management of a high risk source (CHIS). The Comrie review (highly protected) has provided 27 significant recommendations. Some of these are specific to the CHIS, many have highlighted poor work practices of the SDU and all have significant ramifications for the organisation in designing better practices in the management of human sources, particularly CHIS who are high risk.

8. SDU staff was found to be strongly resistant to managerial intervention, governance and/or direction pertaining to their duties. A culture of risk taking, based on ego rather than risk versus reward was described by management. Despite significant reform was being actioned to address anti establishment behaviour such as; a move from a ▮▮▮▮ ▮▮▮▮, significant change in vehicle policy, a requirement to perform external rotations and the appointment of a highly experienced Inspector to practice intrusive management, it remained a constant challenge.

9. The observations of SDU management, Dr ▮▮▮▮ and the Comrie investigation all blended to create the view that the SDU needs to be closed as soon as possible (see recommendations). It was the opinion of the review that it is only a matter of time before the SDU unduly exposes a CHIS or the organisation to significant risk that cannot be mitigated. It is not the opinion of the review that the SDU can be rebuilt to perform a similar function. If this was to happen the review panel believed the same issues would occur. The Review supports a decentralised model with central governance is needed to manage all CHIS.
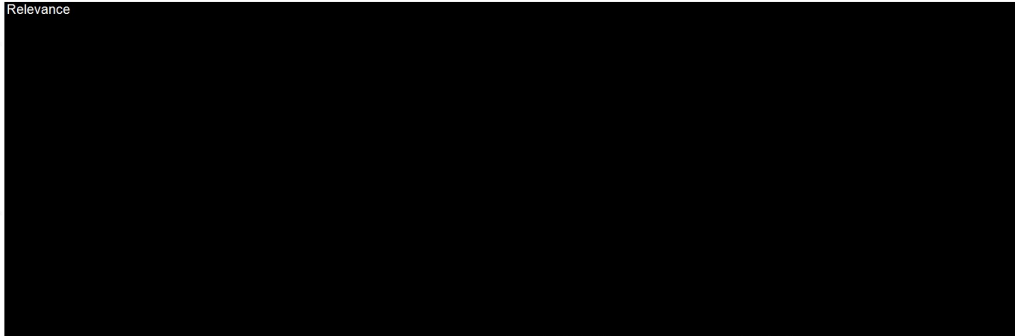
REVIEW RECOMMENDATIONS

1. ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮

VPL.0100.0098.0052

2. [redacted]

3. Relevance [redacted]

4. [redacted]

5. Disband the SDU immediately.

Recommendation: Engage SDU staff, welfare, HR to enact alternative work locations (subject to a separate report).

6. Consultation with TPA on the decision to disband the SDU.

Recommendation: TPA be advised there is current risk to the community, organisation and members in the current work practices of the SDU.

7. Victoria Police HRD will be required to actively engage and design a transition model for all SDU staff.

Recommendation: HRD and CSD (management) design agreed upon transition plan for all SDU staff

8. Closing the SDU may attract media attention that will require a Command or Executive Command response.

Recommendation: Director of Media & Corporate Communications develop an internal & external communication strategy for the closure of the SDU; if required Assistant Commissioner Pope or Commander Fryer to be media point. Separate communication to Command regarding immediate deployment of SDU staff.

9. With the decision to close the SDU, the Human Source Management Unit (HSMU) will be required to perform an enhanced human source management role.

Recommendation: Immediately commence a review of the HSMU and human source management practices both within Victoria and nationally to identify a best practice decentralised human source management model.