

Investigation Support

Standing Operating Procedures

STATE CRIME COMMAND

May 2003

 **COPY**

Index

1	Investigation Support: Overview	1
2	Primary Functions	2
3	Client Base and Levels of Support	2
4	Summary of the Process	4
5	Notification of Major Crime	5
6	Seeking State Crime Command Assistance	6
7	Urgent Cases	7
8	Preliminary Assessment	7
9	Organised Crime	8
10	Using Risk Assessment to Determine Priorities	9
11	Ratings Used in State Crime Command Risk Assessments	9
12	Secondary Assessment	11
13	Investigation Agreements	13
14	Varying an Investigation Agreement	14
15	Coordination and Reporting Arrangements	15
16	Local Area Command Staff	15
17	State Crime Command Staff	15
18	Termination of an Investigation Agreement	15
19	Review Provisions	16
20	Amendments to Standing Operating Procedures	16
21	Documentation	17

Annexure

Samples of Forms

A

(1)

1. Investigation Support: Overview

- 1.1 This document describes the standing operating procedures for the Investigation Support function within the State Crime Command. For an overview of the entire Command refer to the State Crime Command Charter and Functional Arrangements.
- 1.2 These Standing Operating Procedures were developed in consultation with a representative group of Region Commanders, Local Area Commanders and staff from the State Intelligence Group, Internal Affairs and State Crime Command.
- 1.3 Investigation Support has been designed to help clients (particularly Local Area Commands) to determine the most appropriate level of State Crime Command involvement in an investigation. Consultation between Investigation Support staff and State Crime Command clients is an essential part of the case assessment process.
- 1.4 It is Police policy that, as far as possible, investigations will be conducted within Local Area Commands. State Crime Command provides specialist investigative support to those investigations. Only the most serious/complex cases become full State Crime Command investigations.
- 1.5 The Commander, State Crime Command has responsibility for the State wide strategic management of criminal investigation. As the recognised police expert in criminal investigation, the Commander, State Crime Command can direct the method of operation for the most serious categories of major crime. Major crime is defined in the State Crime Command Charter.
- 1.6 Investigation Support ensures that the allocation of State Crime Command's staff and resources is based on the seriousness and complexity of the case and that clients understand the reasons why one case takes priority over another.
- 1.7 The operations of Investigation Support are open and auditable. The processes used to determine the nature and extent of State Crime Command support are defensible and independent review of all decisions is available.
- 1.8 The primary referral and assessment services for State Crime Command are provided by Investigation Support.
- 1.09 These Standing Operating Procedures apply to all State Crime Command referral and assessment services and all investigations where there is State Crime Command involvement.

2. Primary Functions

2.1 The primary functions of Investigation Support are:

- Assessing requests for Support
- Coordinating the provision of 24 hour urgent response support for major crime
- Consulting with the client (local Area Command or other)
- Making decisions/recommendations regarding the level of State Crime Command' support
- Negotiating resource allocation
- Establishing State Crime Command' investigative teams
- Ensuring clear lines of command and accountability for investigations with State Crime Command' involvement
- Identifying and developing continuous improvement opportunities
- Analysing information collected as part of the referral process and providing reports to the Commander, State Crime Command
- Ensuring clients receive timely, relevant advice on the progress and outcome of investigations

3. Client Base and Levels of Support

3.1 Requests for Support from State Crime Command come from five broad areas:

- Victims of crime (individuals and corporations)
- Local Area Commands
- Other areas of the Police Support including Regions, the State Intelligence Group and the Commissioner of Police
- From within State Crime Command
- External law enforcement and regulatory bodies

- 3.2 It is Police policy that, as far as possible, investigations will be conducted within local Area Commands. In accordance with that policy, local Area Commanders will consider locally based alternatives prior to seeking State Crime Command' assistance. The alternatives include:
- Local Area Command based investigation
 - Joint investigation with other local Area Command/s
 - Region based investigation
- 3.3 State Crime Command provides the following services to support major crime investigations:
- Access to telephone advice from a State Crime Command specialist.
 - Full or part time consultancy support from a State Crime Command specialist who attends the Local Area Command
 - State Crime Command membership of a Local Area Command led investigation team
 - State Crime Command leadership of a Local Area Command based investigation team
 - State Crime Command based investigation with support from Local Area Command investigators
 - Full State Crime Command investigation
- 3.4 Investigations are also conducted on a similar basis with external law enforcement and regulatory bodies.
- 3.5 Investigation Support is responsible for ensuring that State Crime Command staff and resources are allocated appropriately.
- 3.6 From time to time it will be necessary to reduce the level of State Crime Command support to a particular case in order to provide support to a case of higher risk or urgent need. The reason for any adjustment to levels of Support will be explained to the client.

4. Summary of the Process

- 4.1 This section provides a summary of the process for State Crime Command involvement in investigations. Details are explained in later sections of this document. The stages of involvement are as follows:
- 4.2 A major crime is reported or detected.
- 4.3 The client determines whether or not the matter needs to be reported to State Crime Command (see section 5).
- 4.4 The client considers alternatives to State Crime Command involvement and determines the need for State Crime Command assistance. If assistance is needed, a 'Request for State Crime Command Assistance' form is submitted (see section 6).
- 4.5 In urgent cases an immediate response is approved (see section 7).
- 4.6 In all cases State Crime Command staff conducts a preliminary assessment based on the information provided by the client (see section 8). Preliminary assessment is used to determine **whether or not** State Crime Command involvement is warranted.
- 4.7 If preliminary assessment determines that the case does not fall within the categories of crime investigated by State Crime Command, the client is offered the support of a State Crime Command investigator who will provide telephone advice to local staff.
- 4.8 In cases where organised crime is suspected, State Crime Command staff conducts an organised crime assessment (see section 9).
- 4.9 If preliminary assessment determines that State Crime Command involvement is warranted, a secondary assessment is conducted in consultation with the client (see section 12). Secondary assessment is used to determine the **level** of State Crime Command involvement.
- 4.10 Following secondary assessment the client may be offered the support of a State Crime Command investigator who will provide telephone advice to local staff as a **minimum** standard of Support (see section 4.7).
- 4.11 If secondary assessment determines that a level of State Crime Command involvement above the minimum standard is warranted an 'Investigation Agreement' is drafted and sent to the client for approval (see section 13).
- 4.12 State Crime Command staff are provided with 'Terms of Reference' for all investigations (see section 17).
- 4.13 Reporting arrangements ensure that clients are kept informed of the progress of investigations (see section 15).

- 4.14 Once State Crime Command involvement in an investigation has finished a 'Termination Advice' is drafted and forwarded to the client (see section 18).
- 4.15 Clients are asked to provide feedback on the performance of State Crime Command staff (see section 18).

5. Notification of Major Crime

- 5.1 Always report a notifiable major crime to Investigation Support as soon as possible even if a decision regarding the need for State Crime Command assistance has not been made. Delay may threaten the integrity of an investigation. Prompt notification allows any links with other investigations to be identified.
- 5.2 Contact Investigation Support by phone directly during business hours and through the Duty Operations Inspector at other times. Where State Crime Command assistance is not required COPS dissemination may be used to make the notification.
- 5.3 To notify fraud-related major crime, contact the Fraud Squad directly.
- 5.4 Notify serial child abuse to the Child Protection Squad.
- 5.5 Notify child abuse of non-serial nature to the Joint Investigative Response Team that supports the area.
- 5.6 There are three levels of notification to State Crime Command.
- 5.7 **Level 1:**
- homicide
 - kidnapping/extortion threats
 - serial child abuse
 - terrorist offences
- As a matter of Police policy all **level 1** matters **must** be notified to State Crime Command as soon as they are reported or detected even if State Crime Command assistance is not required.

- 5.8 **Level 2:**
- serial violent crime
 - bombings
 - money laundering

It is Police policy that the option to notify **level 2** matters to State Crime Command rests with the Local Area Commander of the area where the incident was reported or detected. State Crime Command strongly encourages immediate notification of all level 2 matters. It is highly likely that State Crime Command will have an interest in offences of this nature.

- 5.9 **Level 3:**
- arson
 - drug trafficking
 - fraud
 - armed holdup

It is Police policy that the option to notify **level 3** matters to State Crime Command rests with the Local Area Commander of the area where the incident was reported or detected. Level 3 matters do not need to be notified unless the Local Area Commander considers it necessary.

- 5.10 Other categories of investigation may also be major crimes on the basis of the complexity, community concern or corporate risks associated with the case. Seek the assistance of Investigation Support if you are uncertain.

6. Seeking State Crime Command Assistance

- 6.1 To seek State Crime Command assistance, complete a 'Request for State Crime Command Assistance' form. Help in completing this form is available by telephone from Investigation Support.
- 6.2 Have the form authorised by the Local Area Commander (or equivalent) and send it by facsimile to Investigation Support with the following information:
- Brief details of the case (the COPS entry may be used)
 - Comment on the local resources available to conduct or assist with the investigation.
- 6.3 Investigations may also be generated by State Crime Command staff who use the same process as clients. Internal requests are assessed on the same basis as external requests.
- 6.4 Investigation Support completes all documentation for non-Police clients. These requests can be made by phone.
- 6.5 While every attempt is made to provide the service requested, it is not always possible. Demands on State Crime Command usually exceed resources.
- 6.6 The minimum standard of assistance is the support of a State Crime Command investigator who will provide telephone advice to local staff. This ensures that local staff are not denied specialist support. Locally based staff can contact this officer for advice during the course of the investigation.
- 6.7 The officer in charge of the investigation makes the decision to accept or reject any advice provided by State Crime Command' staff.

7. Urgent Cases

- 7.1 The Manager, Investigation Support has the delegated authority of the Commander, State Crime Command to approve the allocation of State Crime Command resources to any investigation including urgent cases.
- 7.2 State Crime Command provides a 24-hour roster for urgent response support for major crime investigations.
- 7.3 Where possible, requests for State Crime Command's assistance will be assessed prior to allocating resources or staff. In urgent cases the Manager, Investigation Support may approve an immediate State Crime Command response prior to full assessment. Following assessment the allocation of resources or staff to an urgent matter may be varied.

8. Preliminary Assessment

- 8.1 Following a request for State Crime Command assistance a preliminary assessment is conducted. Preliminary assessment occurs in consultation with the client. 'Yes' in any category results in an offer of State Crime Command assistance.

Table 1: Criteria for preliminary assessment

Issue	Yes	No
Charter: Does the case involve a major crime as defined in the State Crime Command Charter?		
Directive: Has either the Minister or the Senior Executive of the Police Support directed that the matter will be investigated by State Crime Command?		
Policy: Does Police policy require State Crime Command support?		
Expertise: Does the investigation require expertise, which is only available within State Crime Command?		
Local Resources: Are the client's resources insufficient to properly conduct the investigation? Include consideration of non LAC resources (eg: joint LAC investigations, Region based or joint Region investigations)		

- 8.2 If preliminary assessment determines that State Crime Command involvement is not warranted the client is offered the support of a State Crime Command investigator who will provide telephone advice to local staff (see also 6.6 and 6.7). This support can be approved without conducting a secondary assessment.

10. Using Risk Assessment to Determine Priorities

- 10.1 A risk assessment model is used during secondary assessment to determine the level of State Crime Command involvement in an investigation. This section explains why a risk assessment model has been chosen.
- 10.2 The choice of a risk assessment model is based on the rationale that it will provide the following:
- An equitable process for rating competing requests for limited State Crime Command resources
 - Assistance in achieving consensus between State Crime Command and clients
 - Reduced uncertainty for clients
 - Decisions based on **all** relevant characteristics of the case
 - Improved credibility for State Crime Command
 - Minimising the chances of any investigation being corruptly under-resourced
- 10.3 The criteria used in the State Crime Command risk assessment model were developed in consultation with clients.
- 10.4 Risk management within State Crime Command involves taking action to avoid or reduce unwanted exposure to the costs or effects of negative events and maximising the potential of any opportunities. Managing risk encourages State Crime Command to manage proactively rather than reactively.
- 10.5 In the context of the State Crime Command secondary assessment, risk assessment can be described as *the process used to determine priorities by evaluating and comparing the level of risk against agreed criteria.*
- 10.6 The risk assessment process forms one facet of managing risk. Other tasks in the risk management process include identifying, analysing, treating and monitoring risks. Risk assessment is a means to an end, not an end in itself.

11. Ratings used in State Crime Command Risk Assessments

- 11.1 Secondary assessment (see section 12) uses a risk assessment model to determine the seriousness and complexity of the case. Each case is assessed

against the same criteria. By considering the ratings for the criteria Investigation Support determines the overall risk rating for the investigation.

11.2 Risk assessment involves three stages:

- assessing likelihood
- assessing consequence
- assessing risk (likelihood x consequence = risk)

11.3 The three following tables explain the terms used in all State Crime Command risk assessments. Table 3 describes the ratings used to assess **likelihood**. Percentages are provided as a guide only. It is not intended that any form of statistical assessment be conducted.

Table 3: Likelihood Ratings

E	Extreme	99%-100%	Expected to occur: Close to certain
H	High	10%-99%	Very likely to occur: One chance in ten or greater
M	Moderate	1%-10%	Probable, should occur at some time: One chance in 100 or greater
L	Low	0.001%-1%	Possible, could occur: less than 1 chance in 100
N	Negligible	< 0.001%	Very unlikely: Occurs only in exceptional circumstances or not at all

11.4 Once the likelihood of an event occurring has been assessed, the same terms are used to describe the seriousness of the **consequences** to the community of New South Wales if the event occurs.

Table 4: Consequence Ratings

E	Extreme	Loss of life, major disaster, catastrophic
H	High	Significant loss or effect
M	Moderate	Loss or effect is apparent but not significant
L	Low	Minor loss or effect
N	Negligible	Little or no impact

11.5 When determining impact of a consequence the following issues may be considered:

- Safety and health of individuals.

- Ongoing harm as well as immediate harm to the community.
- Impact on an investigation.
- Cost in monetary terms including compensation/potential for litigation.
- Impact on the corporate priorities of the Police.
- Time it will take the Police to recover if the event occurs.

11.6 As the third and final part of the assessment, **risk** is assessed using the following table which combines the likelihood and consequence ratings:

Table 5: Calculating risk

Likelihood	Consequences				
	Extreme	High	Moderate	Low	Negligible
Extreme	Extreme	Extreme	High	Moderate	Negligible
High	Extreme	High	High	Low	Negligible
Moderate	High	High	Moderate	Low	Negligible
Low	High	Moderate	Moderate	Negligible	Negligible
Negligible	Moderate	Moderate	Low	Negligible	Negligible

11.7 For example, an event which rates as low likelihood and moderate consequence rates as a moderate risk.

12. Secondary Assessment

12.1 Where preliminary assessment determines that State Crime Command assistance is required and the client requests more than telephone consultancy the following table is used to conduct a secondary assessment. The ratings described in tables 3,4 and 5 are used to assess likelihood, consequence and risk (see section 11). State Crime Command staff and resources are allocated on the basis of that assessment (For urgent cases see also section 7).

12.2 Secondary assessment occurs in consultation with the client. The experience and knowledge of the client and the Manager, Investigation Support are essential to the process.

Table 6: State Crime Command Investigations Risk Assessment

Event	Likelihood	Consequence	Risk
Potential threat to safety or health of community or police.			
Links to organised crime			
Community will demand a State Crime Command level response			
Significant political interest			
Significant media interest			
Offence is serial in nature			
Investigation will be lengthy			
Investigation will cross local/regional/state/national borders			
Extensive, complex evidence collection required			
RATING BY INVESTIGATION SUPPORT			

12.3 Once the risk is determined for each event, Investigation Support determines the overall risk rating for the request. Resources are allocated based on the risk rating as follows:

- Extreme risk: Must be State Crime Command led. First priority for State Crime Command staff and resources.
- High Risk: Leadership and resources negotiated. Probably State Crime Command led. Second priority for State Crime Command staff and resources.
- Moderate risk: Leadership and resources negotiated. May be led by State Crime Command or Local Area Command staff. Third priority for State Crime Command staff and resources.
- Low Risk: Will not be State Crime Command led. Level of State Crime Command support to be negotiated. Fourth priority for State Crime Command staff and resources.
- Negligible Risk: State Crime Command telephone consultancy support to be provided as a maximum.

- 12.4 Once a risk assessment has been completed Investigation Support conducts a comparative assessment to ensure that the allocation of State Crime Command staff and resources is defensible and equitable.
- 12.5 The assessment involves asking the following questions in relation to each case:
- How great is the need for support in comparison with other matters with State Crime Command involvement?
 - How serious/complex is this matter in comparison with other matters with State Crime Command involvement?
 - What will be the likely return on State Crime Command investment? What level of resources will State Crime Command need to commit to make a significant impact?
 - Will the failure of State Crime Command to resource the investigation result in lost prosecution(s)?
 - Will the impact of reducing State Crime Command support to another investigation outweigh the benefits of transferring those resources to this investigation?

13. Investigation Agreements

- 13.1 All State Crime Command participation in investigations are subject to an Investigation Agreement, which is signed by all relevant Commanders.
- 13.2 Once agreement is reached regarding the level and nature of State Crime Command assistance an 'Investigation Agreement' is completed by Investigation Support and sent by facsimile to the client. The client signs the agreement and returns it to Investigation Support.
- 13.2 The Investigation Agreement includes:
- The roles and responsibilities of the client
 - The roles and responsibilities of State Crime Command staff
 - Responsibility and accountability arrangements
 - The officer in charge of the investigation
 - The location of the investigative team
 - The date of commencement for the investigation
 - Arrangements for reviewing State Crime Command participation in the investigation
 - Arrangements for reporting and client feedback

➤ Financial arrangements for investigation expenses

- 13.4 As far as possible an investigation originating within State Crime Command is the subject of an Investigation Agreement with any affected Local Area Commander/s.
- 13.5 In cases where the investigation crosses several organisational boundaries, or involves the ongoing investigation of organised crime the Investigation Agreement may be between the Commander, State Crime Command and a Region Commander.
- 13.6 In circumstances where such arrangements are not practicable the Investigation Agreement is approved by the Commander, State Crime Command.

14. Varying an Investigation Agreement

- 14.1 From time to time it may be necessary to vary an Investigation Agreement. The circumstances of an investigation may change and a different level of State Crime Command assistance may be required.
- 14.2 In these circumstances complete another 'Request for State Crime Command Assistance' form indicating that the matter is already the subject of an Investigation Agreement. The process of assessing State Crime Command' support remains unchanged. A new Investigation Agreement is prepared if necessary.
- 14.3 Where substantial variation is sought by State Crime Command, the client is advised in writing of the nature of the variation and a revised Investigation Agreement is prepared.
- 14.4 In accordance with the spirit of the Agreement, where the variation is sought by another Command, State Crime Command will be consulted.

15. Coordination and Reporting Arrangements

- 15.1 Investigation Support staff record all requests for service and retain copies of all Investigation Agreements. Access to relevant information is available to Local Area Commanders, the Senior Executive and other clients.
- 15.2 Where State Crime Command staff participate in an investigation, Investigation Support prepares a case file containing all documentation. Carriage of that file is referred to Operations Coordination within State Crime Command who provide ongoing support and coordination.
- 15.3 Operations Coordination staff coordinate the collection and dissemination of progress reports on all State Crime Command led investigations and ensure that Local Area Commanders receive advice on matters that affect their command. This is in addition to any feedback provided directly to Local Area Commanders by State Crime Command investigators.

16. Local Area Command Staff

- 16.1 Where a Local Area Command officer identifies a significant issue, or possesses special knowledge, State Crime Command supports the involvement of that officer in any subsequent investigation. Participation is subject to the Local Area Commander's approval.
- 16.2 Where a review or debrief of State Crime Command staff identifies the need for improvement at Local Area Command level the Local Area Commander and Region Commander are advised.

17. State Crime Command Staff

- 17.1 All State Crime Command staff are provided with terms of reference regarding their involvement in any investigation. Terms of Reference are prepared by Investigation Support. The terms of reference will identify the officer in charge of the investigation.
- 17.2 Where State Crime Command staff provide telephone advice or other forms of consultancy support to an investigation the decision to accept or reject their advice rests with the officer in charge of the investigation.
- 17.3 When participating in an investigation all State Crime Command staff will be responsible to the officer in charge of that investigation, whether or not that officer is attached to State Crime Command and regardless of that officer's rank.

18. Termination of an Investigation Agreement

- 18.1 Upon the conclusion of State Crime Command involvement in an investigation the client receives a 'Termination Advice' form generated by Investigation Support.
- 18.2 Clients are also asked to provide feedback regarding their level of satisfaction with State Crime Command staff and their suggestions for improved Support.
- 18.3 Strike Force Commanders complete a termination report which includes arrest details, officers with continuing responsibilities in relation to the investigation and recommendations regarding further action or improvements.
- 18.4 A performance review of staff participating in the investigation is completed by Strike Force Commanders.
- 18.5 In accordance with the spirit of the Agreement, copies of termination reports prepared by Local Area Command staff will be forwarded to State Crime Command.

19. Review Provisions

- 19.1 Where clients are dissatisfied with the level or quality of support provided by State Crime Command they are encouraged to contact the Manager, Investigation Support. A Review Panel has been established to review such issues. The panel is comprised, the

Manager, Investigation Support; an independent Local Area Commander; the client requesting the assistance from State Crime Command and the Manager, Operations Coordination.

- 19.2 Clients can also seek review through the Deputy Commissioner Operations if they are dissatisfied with a State Crime Command review.
- 19.3 The State Crime Command Management Team reviews and monitors generally the work of State Crime Command. Further information on the management committee is contained in the State Crime Command Charter.
- 19.4 Where there is dissatisfaction with the level or quality of cooperation by Local Area Command or Region based staff the Commander, State Crime Command will contact the relevant commander in the first instance and may seek a review through the Region Commander or Deputy Commissioner.

20. Amendments to Standing Operating Procedures

- 20.1 State Crime Command works to continuously improve systems and processes. Comments and suggestions regarding this document are welcome and should be communicated to the Manager, Investigation Support, State Crime Command.
- 20.2 The Commander, Investigation Support is responsible for maintaining and improving these Standing Operating Procedures.
- 20.3 Significant changes to this document will not occur without client consultation and approval of the State Crime Command Management Team.
- 20.4 Minor changes can be approved by the Manager, Investigation Support.

21. Documentation

- 21.1 **Samples** of the following forms are attached as Annexure 'A':

- Request for State Crime Command Assistance
- Investigation Agreement
- Terms of Reference

- 21.2 The Annexures are included to assist clients. They provide an easily understood guide to the Investigation Support referral system.

Annexure 'A'

1. Request for State Crime Command Assistance
2. Investigation Agreement
4. Terms of Reference



New South Wales Police

Request for State Crime Command Assistance

Case Officer should complete this form, obtain command approval and send by fax to Investigation Support, State Crime Command on **02 9384 6690 / 46690**.
For Help in completing this form, contact 02 9384 6689 / 46689

REQUESTING AGENCY DETAILS

Command/Agency:

Date: 19/05/2003

Case Officer:

Reg Num:

Phone:

Fax:

NATURE OF REQUEST

1. Type of Offence/Incident:

Time/Date of Incident:

COPS No:

(Attach brief Details of incident to this request)

2. Reason for Request:

- Protracted/Complex/Sensitive Inquiry
 Crosses Command Boundaries
 Other (specify)

3. Has this matter previously been the subject of a SCC Investigation Agreement?

Yes / No If yes, Indicate CAC number:

4. Proposed Command and Control:

Requesting Agency Crime Agencies

5. Proposed location of Investigative Team:

6. Proposed Level of State Crime Command Involvement:

- Specialist Consultant Advice
 Short Term Investigative Support
 Long Term Joint Investigation
 Full State Crime Command Investigation
 Other (specify)

7. Proposed Commencement Date:

APPROVAL BY LOCAL AREA MANAGER

Signature:	Name:
	Phone:
	Date:

NSW POLICE FORCE
STATE CRIME COMMAND
Terms of Reference

CASE TITLE:
STRIKE FORCE:
C.A.C. Ref:

To: Detective Inspector
Detective

INVESTIGATION CO ORDINATOR
OFFICER IN CHARGE

You are appointed to a strike force code named 'NAME' with the following Terms of Reference: -

a. To investigate

The following personnel have been assigned to the investigation with the mentioned role:

Detective Inspector
Detective

INVESTIGATION COORDINATOR
OFFICER IN CHARGE

THE FOLLOWING STAFF RESPONSIBILITIES/DUTIES AND PROCEDURES WILL BE ADHERED TO DURING THIS INVESTIGATION:

1. Detective Inspector LONG NAME **will be the Investigation Coordinator and will assume the role of Investigation Supervisor on Eagle I.** During the course of the investigation you will perform your duties as defined in the JSR for the position of Investigations Coordinator.
2. Detective RANK/LONG NAME **will be the officer in charge of the investigation.** During the course of the investigation all staff will report to this person who will be accountable for all operational and administrative decisions (i.e. deployment of staff, overtime, reports, diaries etc). These decisions will be made in consultation with the Investigation Coordinator or a representative nominated by the Detective Superintendent.
3. Be conducted in accordance with the Police 'Code of Conduct and Ethics'. Any information concerning corrupt and/or unethical conduct, including conflicts of interest, whether involving your staff or others, will be reported in writing immediately to the Manager, Operations and the Professional

Standards Manager, State Crime Command.

4. Utilise e@gle.i for information management purposes. You are to ensure that these Terms of Reference and any Investigation Agreement are included in E@gle i. In addition, utilise COPS for intelligence/case management purposes and ensure all arrests, incidents and intelligence reports are recorded in the appropriate manner on COPS.
5. Utilise vehicle/s strictly in accordance with the NSW Police Handbook.
6. Be located at or premises as required.

The Investigation will commence on

YOU WILL:

1. Ensure that corruption prevention risk management strategies, including informant management practices, are established, effectively implemented and documented, communicated clearly to staff members and continually monitored and evaluated. Identified risks will be addressed immediately and corrective action recorded.
2. Clearly communicate to all members of the investigation team that when they identify:
 - (a) corrupt or improper conduct on the part of team members and/or
 - (b) improper associations between police, including former police, and criminals and/or persons of interest to the investigation,team members are to immediately notify you in writing of that corrupt and/or improper conduct or association. You will immediately notify in writing the Manager, Operations and the Professional Standards Manager, State Crime Command, of that corrupt and/or improper conduct or association. All action taken by you must be documented.
3. Within 14 days of receiving these Terms of Reference, you are to contact the Manager, State Crime Command Legal Section or his representative on E/N 46238 (9384 6238) to arrange for an initial legal conference.
4. Ensure that all appointments (firearms, oleoresin capsicum spray, etc) issued to members of the investigation team are used, stored and maintained in accordance with the Police handbook

- 5. Ensure appropriate confidentiality is maintained.
- 6. Consult with personnel attached to the Assets Confiscation Unit, State Crime Command, who can be contacted on E/N 46684 (9384-6684).
- 7. Immediately provide the Detective Superintendent, SQUAD LONG NAME (...), or an appointed representative with a copy of these 'Terms of Reference'.
- 8. Regularly report to the Detective Superintendent ABBREV NAME, or the appointed representative, by way of situation report, progress report and verbally as required. Your first progress report is due by DATE. Subsequent reports will be submitted monthly and will form the basis for a monthly review of the investigation.
- 9. Address any positive and negative aspects of the investigation in the monthly reports if urgency or impact does not require immediate notification to the Detective Superintendent ABBREV NAME or the appointed representative.
- 10. As soon as possible notify Investigation Support, State Crime Command (9384-6214 E/N 46214, fax 9384-6690 EN 46690) regarding any change in staff, resources or the status (i.e. suspend, recommence, brief preparation etc) of the investigation.
- 11. Provide a comprehensive operational assessment at the completion of your involvement in the investigation.

You are required to read and acknowledge that you understand this document by signing hereunder.

Signature:

J. HESLOP
Detective A/Chief Superintendent
INVESTIGATION SUPPORT
State Crime Command
____/____/____

Signature:

.....
Detective Inspector
INVESTIGATION SUPERVISOR (S/F.....)
State Crime Command
____/____/____

Signature:

.....
Detective
OFFICER IN CHARGE (S/F.....)

Operational Review Decision making log

Must be completed by the reviewing Detective Chief Superintendent & entered into Eagle

Crime Team:	
Strike Force Name:	
Strike Force commenced:	
Review Date:	
Crime Team rep:	
Review conducted by:	

1. CARRYOVER ISSUES (from last review):

Have the previous projects/instructions been affected? YES / NO

Comment:

2. OPERATIONAL ISSUES:

Operational efficiency –

Terms of reference complied with? YES / NO

Investigation plan conformity? YES / NO

Progress of investigation appropriate? YES / NO

If no to any of the above is the variation justified? YES / NO

Comment:

Resourcing –

Are the individual officers appointed to the Strike Force appropriate YES / NO

Is the number of officers appointed adequate YES / NO

Have the competing priorities associated been considered YES / NO

Finance –

Overtime / Travel allowance / Investigative Expenses justified YES / NO

Productivity is providing value for finances expended YES / NO

Comment:

3. PEOPLE ISSUES:

Welfare of staff –

Physical & psychological well being of staff discussed? YES / NO

Comment:

Operational Review Decision making log

Ethics & Integrity

Internal	Confidentiality	YES / NO
	Associations	YES / NO
	Corruption	YES / NO
	Process Corruption	YES / NO

Comment:	
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External - Are there any reportable issues YES / NO

Comment:	
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Victim/Witness support -

Has appropriate contact & consultation taken place YES / NO

Has the Charter of Victim's Rights been conformed with? YES / NO

Comment:	
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4. PROGNOSIS/PROJECTIONS:

Comment:	
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DECLARATION BY REVIEWING OFFICER

OPERATIONAL ISSUES: I am satisfied that having regard to the issues mentioned at point 2 above, this investigation is being carried out and supervised in an effective and efficient operational manner.

YES / NO Comment:



PEOPLE ISSUES: I am satisfied that having regards to the issues mentioned at point 3 above, appropriate measures are being adopted for the welfare of involved staff, the propriety with which they are progressing and the legitimate interests of witnesses and/or family are being observed at met.

YES / NO Comment

PROGNOSIS / PROJECTIONS. I am satisfied that having regard to the issues mentioned at point 4 above, the investigation's direction, time taken and costs associated are appropriate.

YES / NO Comment

Reviewing Officer

NSWP/B/2006/934

 COPY

from

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