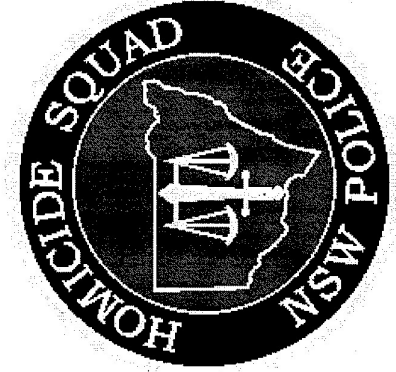


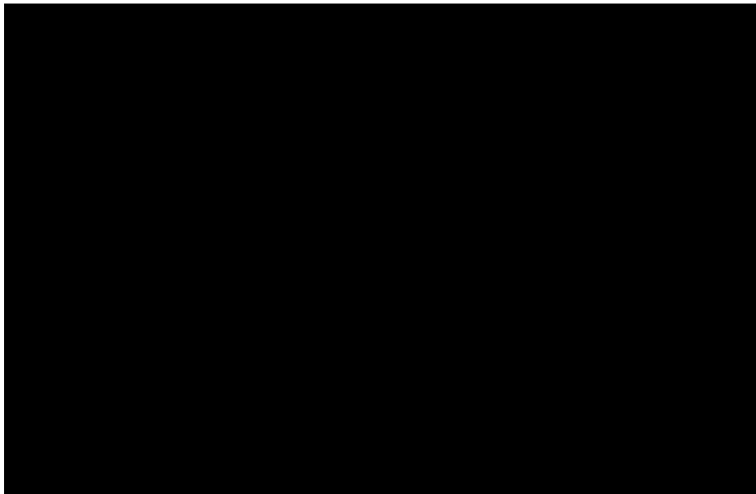
HOMICIDE SQUAD
STATE CRIME COMMAND

INDUCTION PACKAGE

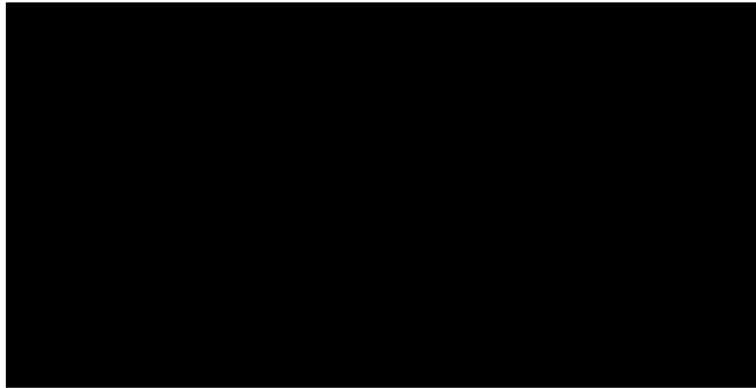


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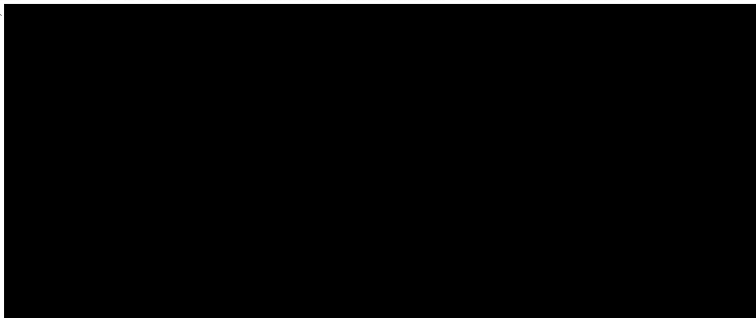
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- Guidelines for the Investigation of Major Crime
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INTRODUCTION

By way of welcome let me congratulate you on your appointment to the Homicide Squad – State Crime Command. No matter what your past experience has been there is nothing quite like the experience of investigating murders and prosecuting offenders for the most heinous of crimes. As a homicide investigator you will be taken into a complex world where you will be exposed to forensic pathology and technologies, complex criminal law and defence arguments.

So far as investigations are concerned a vast array of resources is available to investigators to ensure that every possible line of inquiry is investigated to ensure every chance of identifying and arresting the offender. So what makes homicide investigation different to other major crime investigations?

Rarely do other crime types receive the level of media and public scrutiny as a murder. The devastating nature of murder upon families, loved ones and the general community demands a high level of public accountability to the point that every unsolved homicide is subject to inquest by the State Coroner.

The prosecution of a murder trial draws the highest level of judicial review in that all prosecutions occur in the jurisdiction of the Supreme Court. These trials will also draw the highest level of expertise in terms of prosecutors and defence lawyers. In short, this demands the highest level of dedication, innovation and persistence by investigators to ensure the most thorough investigation possible.

Another critical aspect to homicide investigation is victim care and every investigator should be familiar with the 'Charter of Victims Rights'. Our obligations to the surviving families and friends of murder victims can never be overlooked and I urge you to familiarise yourself with the various support agencies. These agencies not only provide support to secondary victims of homicide but lend valuable assistance to investigators at various stages of investigations and subsequent prosecutions.

In closing, it's important for you to know that homicide investigation can be difficult and traumatic and will place certain emotional pressures on you and your families. There will be times when you will spend long periods absent from your family when carrying out investigations outside the metropolitan area. Be assured that the management team and I will support you in your efforts but its important that you take the time to ensure your own well being and utilise the support services, should the need arise.

I wish you every success in an exciting, demanding and rewarding career choice.

Michael WILLING
Detective Superintendent
Commander
Homicide Squad
State Crime Command

Commander's Personal Profile

Detective Superintendent Michael WILLING joined the New South Wales Police Force in October, 1990, and in April, 1991, was stationed at the Annandale Police Station in inner Sydney, New South Wales.

In April, 1993, he commenced criminal investigation duties within the Annandale Policing Patrol ('A List'), and continued to perform investigative duties at various inner city policing patrols within the Leichhardt Local Area.

In June 1997, he was designated as a 'Detective' and was awarded the '*Detectives Education Program Medallion*' for achieving overall first position in the program.

In January, 1999, he was transferred to the centralised investigative command formally known as 'Crime Agencies' where he was attached to the Homicide and Serial Violent Crime Agency, and in February 2000 transferred to the Special Crime Unit operating out of the New South Wales Crime Commission.

In July 2002, he was appointed to the rank of 'Detective Sergeant' in the position of Orana Local Area Command Investigations Manager and in February 2004, he was promoted to the rank of 'Detective Inspector' in the position of Orana Local Area Command Crime Manager.

In October 2007, he was promoted to the rank of 'Superintendent' in the position of Commander - Far South Coast Local Area Command with responsibility for 140 staff (police and administrative). His promotion at age 35 rendered him one of the youngest 'Superintendents' in the history of the New South Wales Police Force.

In March 2009, he assumed command of the Lake Illawarra Local Area Command one of the biggest and most diverse commands in New South Wales with responsibility for over 250 staff. In January 2011, he moved to the position of Staff Officer to the Deputy Commissioner, Field Operations and in August 2011 assumed the position of Staff Officer to the Deputy Commissioner, Specialist Operations.

In November 2011, he was appointed to his current position of Commander of the Homicide Squad, State Crime Command ('Detective Superintendent'). He is the current corporate spokesperson for '*Homicide*.'

Michael has also relieved the Commander of the Traffic Services Branch at the rank of Assistant Commissioner.

Detective Superintendent Michael WILLING's formal qualifications include;

- *Master of Business Administration (MBA) (CSU),*
- *Graduate Diploma in Criminology (Syd) - awarded the 'J.H.McLemens Memorial Prize in Criminology),*
- *Graduate Diploma in Executive Leadership (AIPM)*
- *Graduate Certificate in Applied Management (AIPM)*
- *Bachelor of Policing (Investigations) (CSU) and*
- *Associate Diploma of Policing (CSU).*

He has also completed the Police Management Development Program (PMDP), the Police Executive Leadership Program (PELP) and the inaugural NSW Police Force Strategic Leadership Program.

In October 2010 Michael was awarded the inaugural *Telstra Australasian Police Scholarship* by the Australian Institute of Police Management Board of Studies and in May 2011 attended the Harvard Business School '*High Potentials Leadership Program*' in the United States of America.

Michael is married to Kirsten, a Psychologist, and they have two daughters ([REDACTED] and [REDACTED]).

THE INDUCTION PACKAGE:

This induction package has been put together by your peers in order to assist you in the transition from your previous work place into this Squad. The package has been designed for those staff that have previously worked at other Squad's within State Crime Command as well as those staff that are newly arrived and for which this is their first experience within the State Crime Command.

The package supplements the *State Crime Command Induction Package* and replaces the previous *Homicide Squad Induction Package*. It reproduces some material included in both those documents and acknowledges them as the original source material (along with other information available on the NSW Police Force intranet).

It should be noted that the information contained within this package has been put together to assist you, to explain the day-to-day operations of the Squad and our place within the State Crime Command. It has not been designed as a training package.

It is hoped the package will serve as an *aide-memoire*, distilling information available in the source materials that impact specifically upon this Squad. It has been put together for your benefit and may answer some of your questions before you need to ask. Take the time to read it. The Commander will expect you to have made yourself familiar with it and acknowledge the same. Once you have received this initial document it is recommended that you keep it up-to-date in line with ongoing changes within the Squad and our obligations within the larger working environment.

To be an efficient and professional investigator in the field of homicide, you will need to familiarise yourself with legislation, case law and procedures etc., that impact upon homicide investigations. There is information available on the Homicide Squad computer network drive that supplements training packages and other materials already available on the NSW Police Force intranet (eg. LD and TI training packages are available on the Legal Services intranet site.) Specifically, there is the *Homicide Investigators Disk*. You will also find that a wealth of experience exists within the Squad and investigators should never hesitate to seek advice from their peers.

As a new member of the Homicide Squad there will be an expectation that you will have already attained a certain level of investigative ability prior to coming here. Working at the Homicide Squad on a full-time basis, you will acquire an increased level of skill in the practical application of your investigative knowledge and experience in this category of crime.

History shows that every year approximately three-hundred (300) homicides will occur across Australia. On average approximately one-hundred-and-ten (110) will occur in New South Wales (i.e. 2.1 per week). Although the investigation of all of these deaths will not be undertaken by the Homicide Squad, the mandatory reporting requirements will dictate that the Homicide Squad will be involved in some way.

Those tasked with the investigation of Homicide have a great responsibility in meeting the expectations of families and the wider community. As a member of this Squad you now have that challenge.

Congratulations and welcome to the Homicide Squad - State Crime Command.

THE INDUCTION PROCESS:

As a new arrival at the Homicide Squad you will be allocated to one of the teams that comprise the Squad. The Squad Coordinator will take you through the induction process during your first week. This will essentially entail providing you with a copy of this induction package, introducing you to your new work environment and helping you attend to the various administrative requirements when you arrive.

If you have not already done so, you will also be required to undertake the Homicide Investigator's Course as soon as possible (investigators only).

In addition to induction into this Squad, if you are a new arrival to State Crime Command it is mandatory for all new staff to attend the State Crime Command Induction Day at the earliest opportunity. An induction day is held approximately every two (2) months. During the State Crime Command induction you will meet members of the Leadership Team and gain a better understanding of the command structure and function.

Advice on upcoming State Crime Command induction days is available on the Education and Training intranet site and is usually preceded by a memo advising of the same.

If you have arrived from an area outside the State Crime Command, you should take note that the Homicide Squad does not operate within the framework prescribed by the *Integrated Crime Management Model*, utilised by Local Area Commands.

As part of the State Crime Command, the Homicide Squad operates within the framework for major crime investigation provided by the *Guidelines for the Investigation of Major Crime* and the *State Crime Command Business Rules*.

THE HOMICIDE SQUAD - A BRIEF HISTORY:

Prior to July 1972 the investigation of involved homicide was undertaken by a specially selected group of Detectives who worked in pairs under the direct supervision of the Superintendent in Charge of the Criminal Investigation Branch and were known as General Duty Detectives.

In July 1972 those members were granted Squad status under the supervision of a Senior Detective Sergeant and designated the Special Crime Squad, which was renamed the Homicide Squad in July 1976. The Squad was under the leadership of a Detective Inspector, assisted by a Senior Detective Sergeant, who supervised eleven Detective Sergeants and twenty-three Detective Constables. All had been selected for their proven expertise or promise in the exacting task of homicide investigation.

The Homicide Squad was a mobile unit and operated in any part of the State of New South Wales, investigating homicides, deaths of an unusual or suspicious nature, the discovery of skeletal remains and the disappearance of persons under suspicious or unusual circumstances. Investigations of this nature were also undertaken on behalf of other States or countries, as requested from time-to-time.

Until 1987, the Homicide Squad was a centralised unit before it evolved into *Regions*. At that time there was a Homicide Squad for each Region and it was co-ordinated by the Standing Committee on Homicide, made up of members from the four (4) Regions.

In July 1997, with the implementation of Crime Agencies, the Homicide Squad was again centralised with a new title, the *Homicide and Serial Violent Crime Agency* (H&SVCA). The charter of the H&SVCA was murder and serial sexual assault offences.

In 2002, the *Information and Intelligence Centre* and *Crime Agencies* amalgamated to form the *State Crime Command*. On the 1st September 2002 the responsibility for investigating serial sexual assaults was given to the *Child Protection and Sex Crimes Squad*. With this, the Homicide & Serial Violent Crime Agency was renamed the Homicide Squad.

THE HOMICIDE SQUAD

ROLE AND COMPOSITION:

It is the major role of the Homicide Squad to lead and drive the NSW Police Force response to Homicides at all levels. This is achieved through the development and implementation of strategy, policy and intelligence products, fostering best practice and the provision of specialist investigative services. The Squad monitors the trends and patterns of murders, critical incidents and suspicious deaths.

The Homicide Squad remains the corporate expert in murder/suspicious deaths investigation. In providing this service the Squad is required to: -

- Develop and maintain corporate knowledge on information and intelligence issues affecting murders and Coroner's investigative issues through a knowledge/strategy map.
- Identify and establish a network of professional internal and external investigators and intelligence officers/analysts to improve knowledge and communication on Homicide and related issues.
- Provide specialist advice and investigative support to all NSW Police Force and other law enforcement agencies in homicide and coronial issues.
- Investigate murder in line with State Crime Command "Request for Assistance" and risk assessment processes.
- Provide a 'Homicide Review' service. This is chaired by a senior member of the Homicide Squad and is an accountable process to review a current homicide investigation and provide independent advice.
- Represent the NSW Police Force on internal and external committees relating to homicide and coronial issues and related victim care issues.
- Monitor and disseminate information and intelligence gathered nationally and internationally to Local Area Commands and other stakeholders.
- Provide a 24 hour *on-call* response coupled with a help desk facility.
- Alert Local Area Commands and the Executive regarding trends and patterns in relevant homicide and coronial issues.
- Identify and implement effective information collection plans to capture internal and external intelligence and information to support a corporate understanding of operational responsiveness of murders.
- Increase an awareness of best practice in homicide and coronial investigations by delivering presentations at various education services programs and forums, including all levels of training, as well as the Homicide Investigators Course.

The practical applications of these requirements are: - a 24-hour, seven-days-a-week, state-wide '*on-call*' response; the leading of investigations; joint investigations with Local Area Commands; and a specialist advice role. We provide assistance in the area of education with regard to serious or major crime and have a prescribed role in the investigation of certain *critical incidents*.

To meet these obligations the Homicide Squad currently has a staff of ninety-two (92), comprised of six (6) Investigative Response Teams, the Unsolved Homicide Team, the

Intelligence Team, and administrative support. All investigators within the Homicide Squad are designated Detectives.

(The Homicide Squad Organisational chart is attached to this document).

THE COMMANDER:

The Commander of the Homicide Squad is Detective Superintendent Michael WILLING. He has the responsibility to lead the Homicide Squad in driving the NSW Police Force response to homicide investigation and is responsible for co-ordinating and managing the work *within* the Squad.

As the Commander, Mr. WILLING is the Corporate Spokesperson for Homicide and also represents the NSW Police Force on the *Child Death Review Team* and *Domestic Violence Death Review Team*. As the Corporate Spokesperson he also is responsible for dealing with the media on such issues.

The Commander has a key role in focusing Local Area Command and Region response to this crime type through state-wide monitoring. The practical applications of the responsibilities of the Commander are in no small way met by you. It will be your role as his representative in the field to help meet these responsibilities.

THE INVESTIGATION RESPONSE TEAMS: (On-Call Teams)

Each Investigation Response Team is lead by a Detective Inspector with the title '*Investigation Co-ordinator*' and has two Detective Sergeants and five (approximately) Detective Senior Constables. Most investigations that you work on will be within your own team structure. Although investigations can be formed through external agency requests or self-initiation, the majority of investigations generated will be through requests from Local Area Commands.

As a member of an Investigation Response Team you **will** be required to perform on-call duties (generally, one week in every six). Each on-call period is for seven days, starting and finishing at 7.00am on Wednesday morning. The on-call periods are equally distributed amongst the seven investigative teams. You may also be required to assist other team's on-call when operational necessity requires.

As a member of an Investigative Response Team you **will** be required to attend crime scenes and post-mortem examinations.

THE UNSOLVED HOMICIDE TEAM:

The Unsolved Homicide Team commenced operation on the 1st March 2004. The team was set up to review all outstanding unsolved homicide cases. *(An unsolved homicide is a homicide for which the offenders have not been convicted. The offence must have occurred more than 3 years prior to the time of review.)* The review process is aimed at identifying opportunity for further investigation of each unsolved case.

The role of the Unsolved Homicide Team as part of the Homicide Squad is to: -

- Maintain a list of all unsolved homicides and track the status of each case.
- Manage the case screening process for all cases.
- Prioritise cases after the case screening process.
- Make recommendations as to the scope of any investigation resulting from the case screening process.
- Lead or participate in strike forces set up to investigate cases from the unsolved homicide list.
- Act as a consultant to Local Area Commands involved in the investigation of cases on the unsolved homicide list.
- Identify cases that should receive no further investigation and present those cases to an independent panel for review and confirmation.
- Identify past practices that have impeded the investigation of unsolved matters and make recommendations that will improve the future investigation of unsolved homicides.

All matters under review by the Unsolved Homicide Team are subject to initial screening to assess the information, evidence, documents and exhibits available and the opportunity to solve the case. The case screening process provides recommendations as to future action (i.e. further investigation, closure or suspension until further review at some future time).

The case screening process does not involve investigation. It is purely intended to review the available material and make recommendations based on that. The case screening process forms the basis of prioritising cases for investigation. The case screening process is reviewing a large number of unsolved homicide cases spanning the last thirty-five (35) years or more.

Following prioritisation, a decision is made on allocation of resources and responsibility for the job. Further investigation of cases will be conducted at Local Area Commands, State Crime Command or a combination of both. Cases recommended for closure or suspension will be submitted to an independent panel for review.

Cases in which an accused was acquitted on the grounds of self-defence or mental illness are considered solved as the identity of the person committing the homicide is known. Cases in which the suspect is deceased will be reviewed. If the Coroner finds that the homicide was committed by a person now deceased, the matter is considered solved. Missing persons cases are not included as unsolved homicides unless there is an open finding by the Coroner.

(You should refer to the Standard Operating Procedures for the Unsolved Homicide Unit for detailed information on the operations of this area).

THE INTELLIGENCE TEAM:

The Homicide Squad Intelligence Team consists of sworn and unsworn personnel. At Homicide there are eight (8) analyst positions. The team collect and analyse information from within the NSW Police Force and external sources. The Intelligence Team has the responsibility of providing tactical support to Homicide investigators, and strategic planning. They provide: -

- Analyst support to Homicide Squad led investigations.
- Templates and SOPs for analyst products.
- Liaison with interstate intelligence personnel.
- Mentoring to analytical staff in adjoining Squads.

The Homicide Squad Intelligence Team can provide investigations with a wide range of analytical expertise including the analysis of Call Charge Records, advice on where and how to seek external information on Person-of-Interest and victims, and the creation of detailed timelines and association charts. The team also has access to systems including AUSTRAC for financial information and the Alien/ACID database for intelligence related material from Interstate.

The analytical staff are scattered throughout the Homicide Squad office amongst the Investigative Response Teams. The Homicide Squad Intelligence Co-ordinator is David WEST.

THE ADMINISTRATION AND SUPPORT STAFF:

Squad Co-ordinator:

The Homicide Squad Coordinator operates directly under the supervision of the Squad Commander. They are responsible for the every day efficient operation of the Squad. The majority of the time the Squad Coordinator is carrying out duties as directly requested by the Commander.

The position of Squad Coordinator is currently Detective Sergeant Charlie BOUSTANI.

Executive Assistant:

The Homicide Squad Executive Assistant is Lisa CAVASIN. She is situated directly outside the Commander's office. It is her role to provide support to the Commander and attend to tasks that he assigns. The Executive Assistant is not to undertake tasks assigned by other staff members.

As a result of the *Corporate Efficiency Review*, the former position of the Administrative Assistant no longer exists within this Squad. It is not the role of the executive assistant to provide administrative support to the Squad in general. Tasks that might have ordinarily been assigned to an administrative assistant, such as photocopying or general administrative tasks, are to be undertaken by yourself.

THE HOMICIDE HELP DESK:

In line with the State Crime Command Business Rules, the Homicide Squad is required to maintain a *Help Desk* facility, to provide one-off advice to telephone inquiries. The Homicide Help Desk is also used to record requests for information and assistance to other Squads, Local Area Commands, Specialist Areas, Interstate Police, and other Law Enforcement Agencies. These requests are separate to the normal investigative or on-call duties.

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Anyone can contact the Help Desk **directly** by telephone or email including LAC staff, staff from other areas of the New South Wales Police Force and members of external agencies and organisations. A written request for assistance is not required.

The Help Desk provides easy access to specialist investigative advice including assistance with the following: -

- Investigative strategy.
- Planning victim statements.
- Planning offender interviews.
- Understanding offender methodology.
- Specialist investigative methods.
- Possible sources of evidence.
- Liaison with sources of internal and external assistance.
- Advice to victims on the progress of investigations where the case officer is not known or cannot be contacted.

If you provide any telephone assistance you are to record that fact on an e@gle.i investigation called the *Homicide-HD (Homicide Help Desk)*, which you will be placed on when you arrive at the Squad. As a minimum you are required to record: - time, date and source of request; nature of request; brief summary of advice given. A running report on Help Desk activities is provided to the Commander of the Squad.

The operation of the Help Desk assists in satisfying a number of administrative/auditing requirements and provides information and statistics to the Commander of the Squad on issues such as accountability of time spent on miscellaneous enquiries.

The e@gle.i database for the Homicide Help Desk is also utilised as the central repository for the *On-Call Inspector's Assessment Form* and *On-Call Response Team's Assessment Form* submitted by the on-call terms. They should be uploaded on the Wednesday morning following each on-call period.

The Help Desk is not to provide legal advice. Police requests for legal advice should be directed to Court and Legal Services. External customers are advised to seek their own legal advice.

Help Desk inquiries have no power to direct an investigation. The discretion to accept or reject any advice offered by Help Desk staff rests with the person requesting advice.

At this time there has been no single portfolio holder allocated for the Help Desk, so it may fall upon you to provide the help that is sought. The after-hours Help Desk facility is through the on-call Detective Inspector.

THE HOMICIDE INVESTIGATION REVIEW PROCESS:

Apart from providing an investigative service coordinated by State Crime Command, Local Area Commands can make a request directly to the Commander of the Homicide Squad for a review of a current investigation they are conducting. You may be included as a member of the review panel.

Prior to the formal review the relevant case officer will be required to submit a *Review of Current Homicide Case* request form (available on the Homicide Squad computer drive), setting out a comprehensive profile of the case. Upon request the Commander will nominate an officer (usually one of the Detective Inspectors) to chair a review panel for the investigation.

At the completion of the review a completed *Outcomes of Review of Homicide Review* form will be provided to the case officer. The document will contain details on the review findings and a list of recommendations. The document should be placed into the e@gle.i system records for that investigation.

CRITICAL INCIDENT INVESTIGATION:

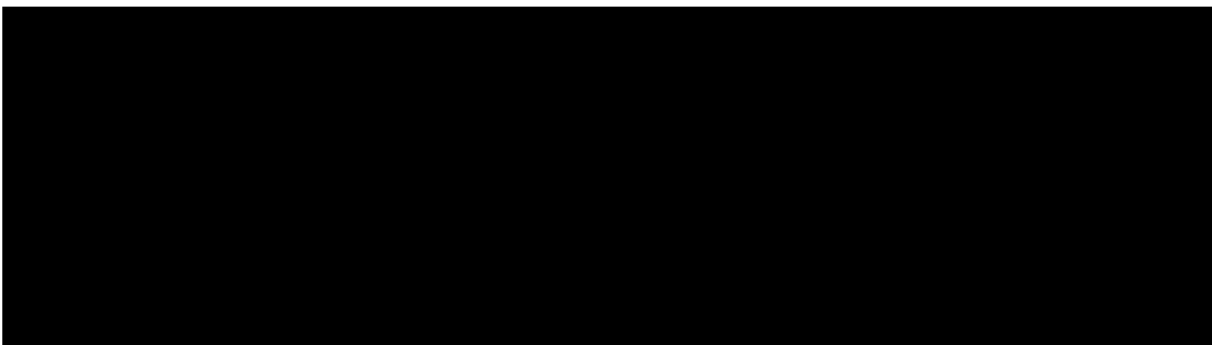
The Homicide Squad has a specific role in accordance with the *Guidelines for the Investigation and Management of Critical Incidents*. The Homicide Squad has primary responsibility for the investigation of: -

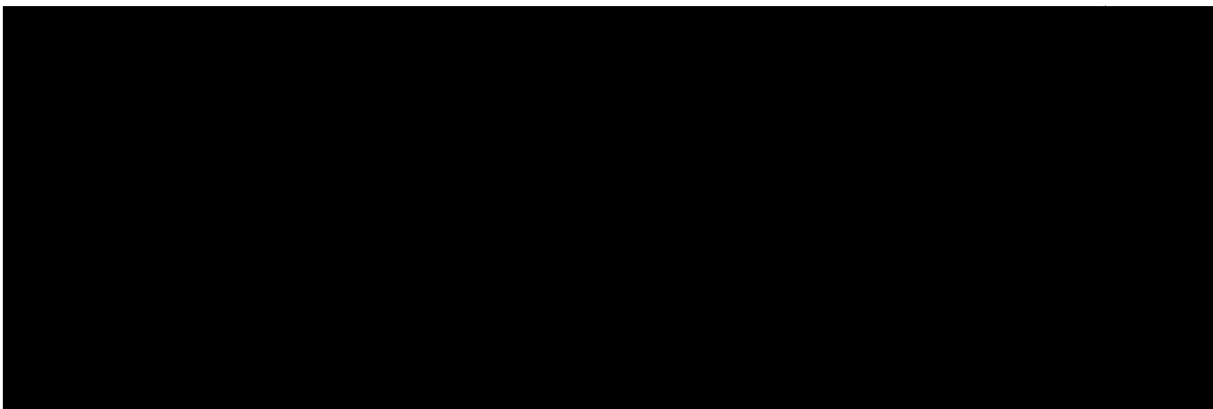
- The homicide of a police officer.
- Death (not suicide) resulting from the discharge of a police firearm.
- Death from use of police appointments (not firearm) or as a result of the application of physical force by a police officer.

The Homicide Squad may also be required to lead investigations into the suicide of a police officer or member of the public resulting from the discharge of a police firearm which causes serious injury, depending upon an assessment of the circumstances.

During the course of a critical incident investigation investigators will interact with personnel from the Professional Standards Command. The PSC have an oversight responsibility in relation to these investigations, however the investigation itself is conducted by the Homicide Squad. To remove any doubt, as a member of a critical incident investigation team, should the investigation detect a criminal offence committed by one of the involved police, it is the role of the critical incident investigation team to lay any criminal charge.

In addition to investigative responsibilities, there are also a number of types of critical incidents in the *Guide* for which notification to the Homicide Squad is mandatory, although the investigation will be conducted by a Region response.





INVESTIGATIONS

As an investigator at the Homicide Squad you will become involved in short-term, mid-term and long-term investigations. Involvement in investigations can vary from one-off advice over the telephone to leading a long-term investigation involving internal and external personnel. Investigations may be run from the Homicide Squad offices or from Local Area Command offices. It is possible that you may become involved in investigations that span over periods of years.

As indicated earlier, investigations can be formed through external agency requests or self-initiation, however the majority of investigations generated will be through requests from Local Area Commands resulting from notifications through the on-call arrangements.

THE PROCESS:

(On-Call):

A mandatory notification to the Homicide Squad is required for all murders, suspicious deaths, specific critical incidents (as dictated by the Critical Incident Guidelines) and coronial investigations where five (5) or more deaths have occurred. The investigative role of the Homicide Squad will normally include attendance at crime scenes. The Homicide on call Detective Inspector will, in consultation with the Local Area Command (LAC) representative, make an assessment of the incident and determine whether Homicide Squad attendance is required.

If attending, the Homicide Squad will normally lead an investigation for the first 72 hours unless otherwise determined by the Homicide Squad. After 72 hours, an assessment is made as to the Squads ongoing involvement. This assessment will determine if the investigation is to be conducted by the Homicide Squad or whether the investigation will remain with the LAC. If it is determined that the investigation remain with the LAC, then reports as to the progress of the investigation must be submitted by the LAC to the Homicide Squad after 30 days of the incident and then as required by the Homicide Squad. Based on the review of these progress reports, the Homicide Squad may determine that it needs to have further involvement in the investigation and this will be negotiated with the LAC.

During the response period the Detective Inspector will complete an *On-Call Inspector's Assessment Form*. During the early stages of the response by the Investigative Response Team they will be required to submit an *On-Call Response Team's Assessment Form*. It should contain all the relevant information with regard to the initial response to the investigation. This form, along with any Situation Reports or C.O.P.S. entires etc., is submitted to your Investigations Co-ordinator (i.e. Detective Inspector.)

The assessment process is then commenced.

*(n.b. It is important to note that when attending an on-call response, or when providing telephone advice, that you **do not** make any commitment of resources to an investigation – including yourself - on behalf of State Crime Command. You do not have that authority.)*

Assessment:

Although the work *within* the Homicide Squad is co-ordinated and managed by the Commander of the Squad, the determination of what work the Squad takes on is made by "The Director, Serious Crime Directorate". The Director is responsible for assessing the risk to the NSW Police Force and determining the parameters and resources for an investigation before it commences.

Following the initial mandatory notification of a homicide and any initial Homicide Squad response, any future involvement of State Crime Command is determined by the Director, in consultation with the Squad Commander and the Local Area Command, following the submission of a Request-for-Assistance. State Crime Command will determine the leadership and composition of the investigative team, in consultation with the relevant Local Area Command and/or Region.

It should be noted that the former process of 'categorising' homicides is no longer utilised by State Crime Command. Requests-for-Assistance by Local Area Commands are assessed on a case-by-case basis and will be determined on the merit and circumstances of each incident.

(The On-Call Risk Assessment flowchart is attached to this document.)

Terms-of-Reference:

Following the formation of an investigation (i.e. strike force) a *Terms-of-Reference* will be set. The Terms-of-Reference determine the parameters of the investigation. This will usually also necessitate an *Investigation Agreement* that includes any arrangements for the sharing of resources or costs between State Crime Command and the investigation partner (internal or external).

All Homicide Squad investigations are to be recorded on e@gle.i and will be established under Terms-of-Reference approved by the "The Director, Serious Crime Directorate", in consultation with the Squad Commander, strike force officer-in-charge and applicant Local Area Commander or Crime Manager.

Copies of the Terms-of-Reference and Investigation Agreement will be provided to Local Area Commands participating in the investigation. As a general rule a Local Area Commander, Crime Manager or Region Operations Manager should be given 'read only' e@gle.i access to a strike force by the Squad Commander or Strike Force Commander.

Progress of Investigations:

The Progress of an investigation is required to be reported on periodically, through the chain-of-command, to State Crime Command – Operations Coordination. It is their role to coordinate current crime operations, investigations and intelligence activities being conducted by each Squad across the whole of State Crime Command.

All Strike Force Commanders are to provide the Director, Serious Crime Directorate, through the Squad Commander, bi-monthly Progress Reports on the status of investigations (or at intervals otherwise specified in the Terms-of-Reference). In addition, Strike Force Commanders are to report by Situation Report any significant activity during the month. All status reporting documents are to be up-loaded onto the e@gle.i system under "Status Reports".

During the course of an investigation the Director, Serious Crime Directorate will conduct an operational assessment and review with the Homicide Squad Commander during the first and third week of each month. Generally, half of the Squad's strike forces will be listed for review at each session. Progress Reports for all investigations that are under review are to be up-loaded into the e@gle.i system by the Tuesday before the review.

On-going investigations will be assessed and their longevity determined by State Crime Command management in line with the investigations Terms-of-Reference and the objectives in the Investigation Plan. This review process will determine when an investigation is to be closed.

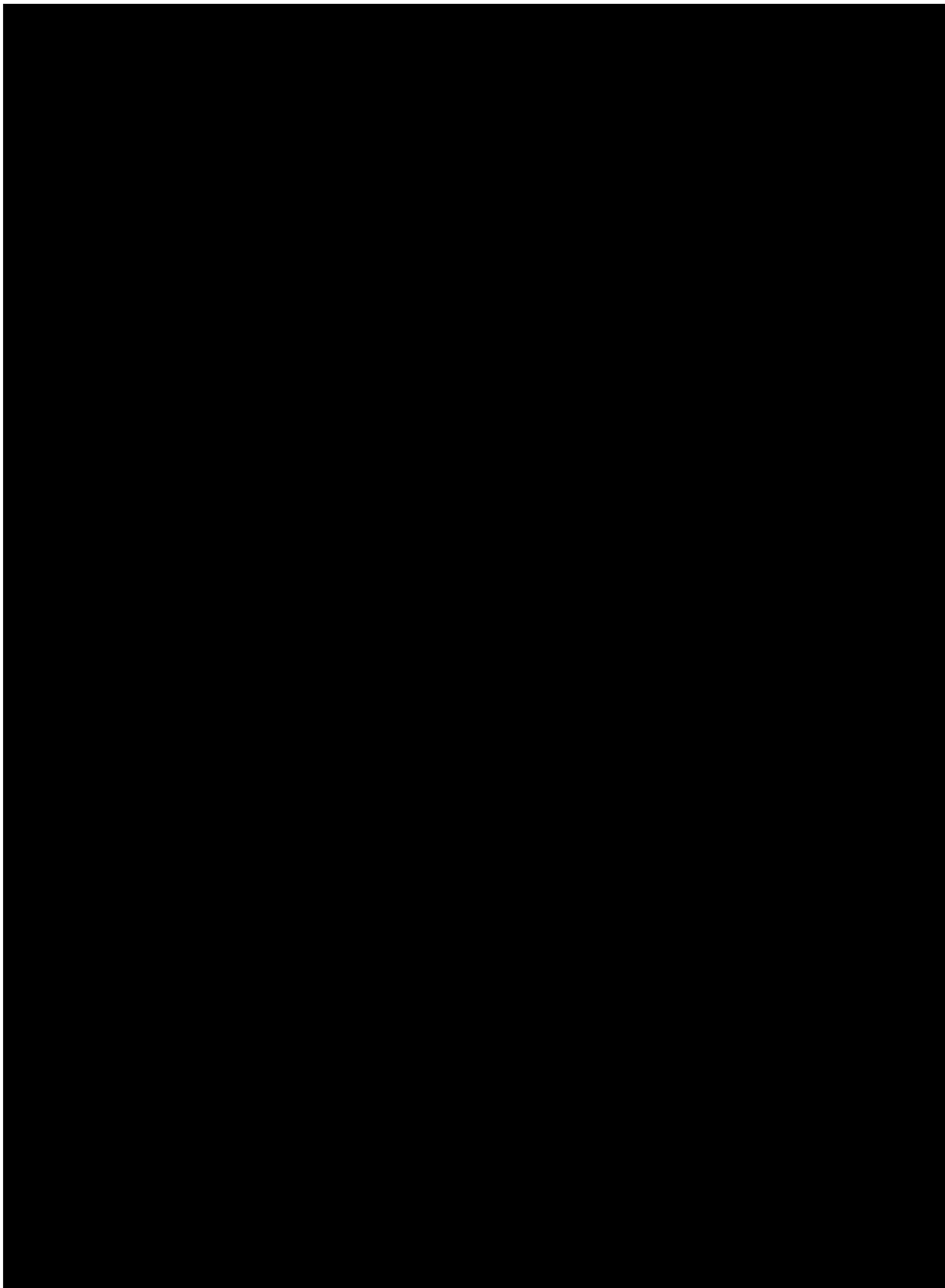
Joint Investigations:

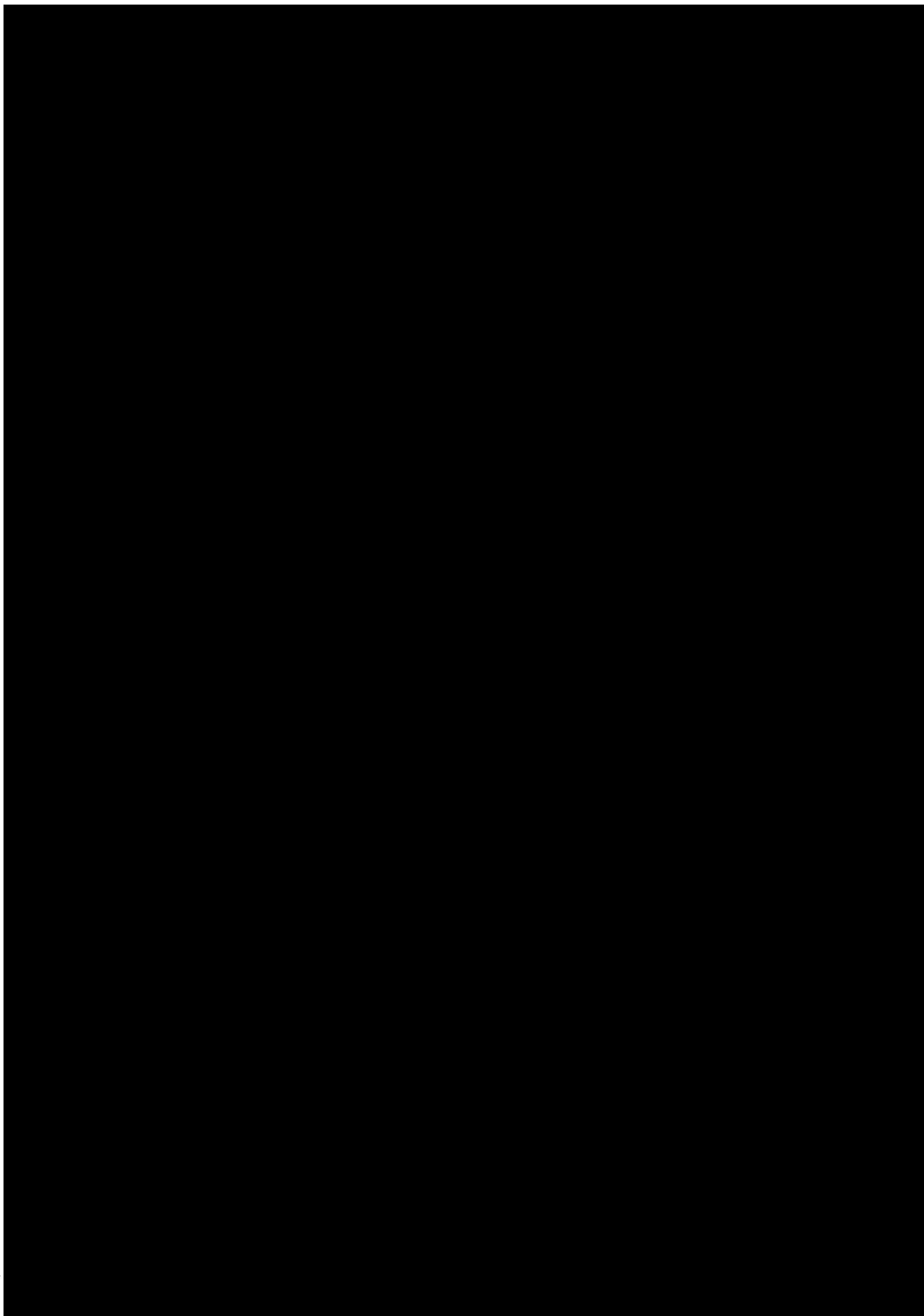
Investigations being led by the Homicide Squad will from time-to-time require Local Area Command staff to be attached to them. As a member of a Homicide led investigation, the LAC staff are in effect a temporary member of the Homicide Squad and subject to its supervision. Whilst attached to the investigation, LAC staff will be required to comply with all the reporting requirements of State Crime Command and the Homicide Squad. If any LAC procedures are in conflict with the Squad's local arrangements, then the Squad's procedures are to be followed.

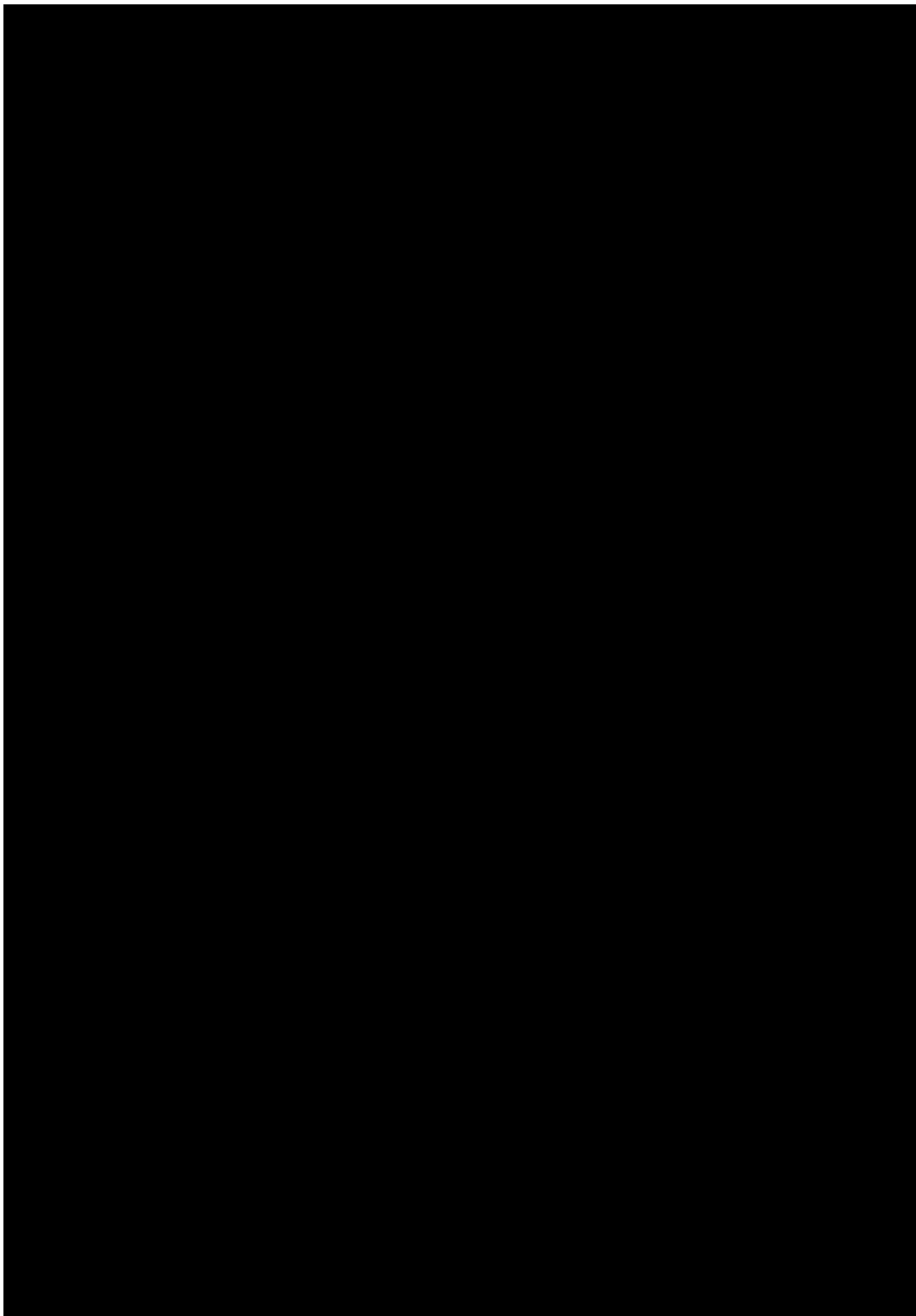
Specialist Advice:

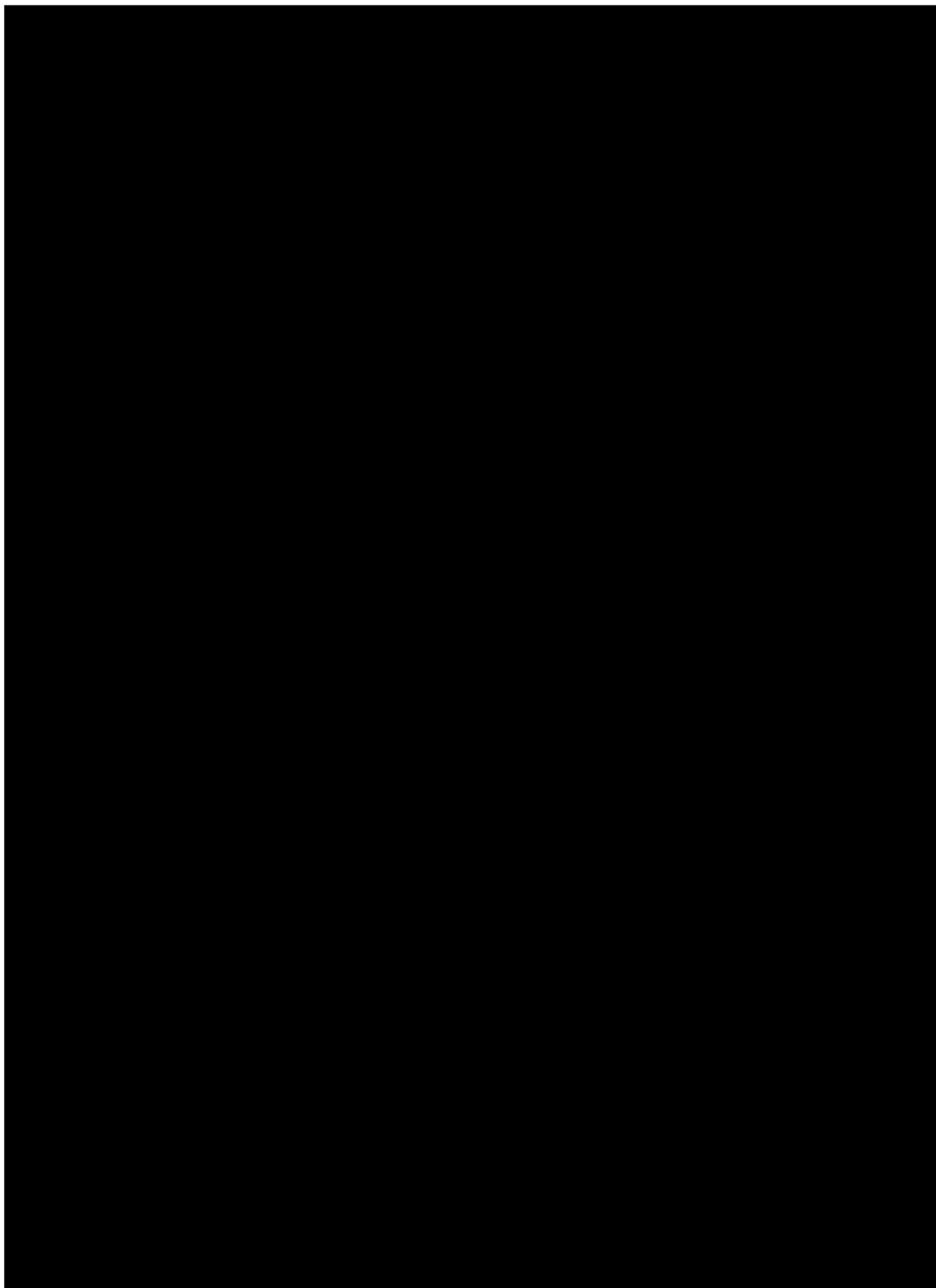
Generally, it is State Crime Command policy that *specialist advice* will be provided to LAC investigations by investigators with a minimum of two (2) years specialist experience. *Specialist Leadership* will be provided to investigations, either Homicide Squad or LAC led, by investigators with a minimum of three (3) years experience. These standards are subject to change depending upon operational requirements. They do not apply to Detective Inspectors or Detective Sergeants newly arrived at the Squad, as it is their role to manage and lead investigations from the outset.

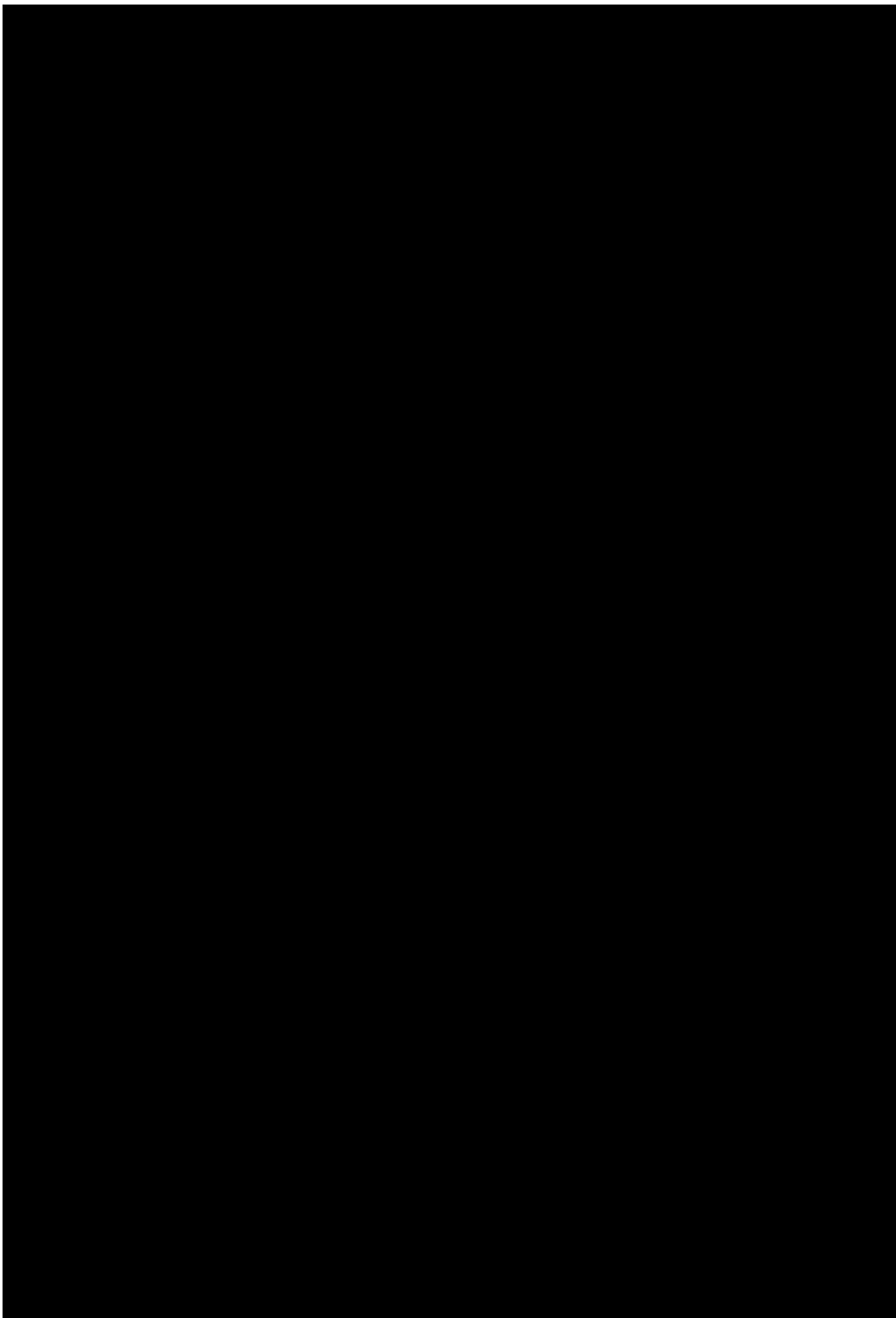
ADMINISTRATION AND GENERAL INFORMATION

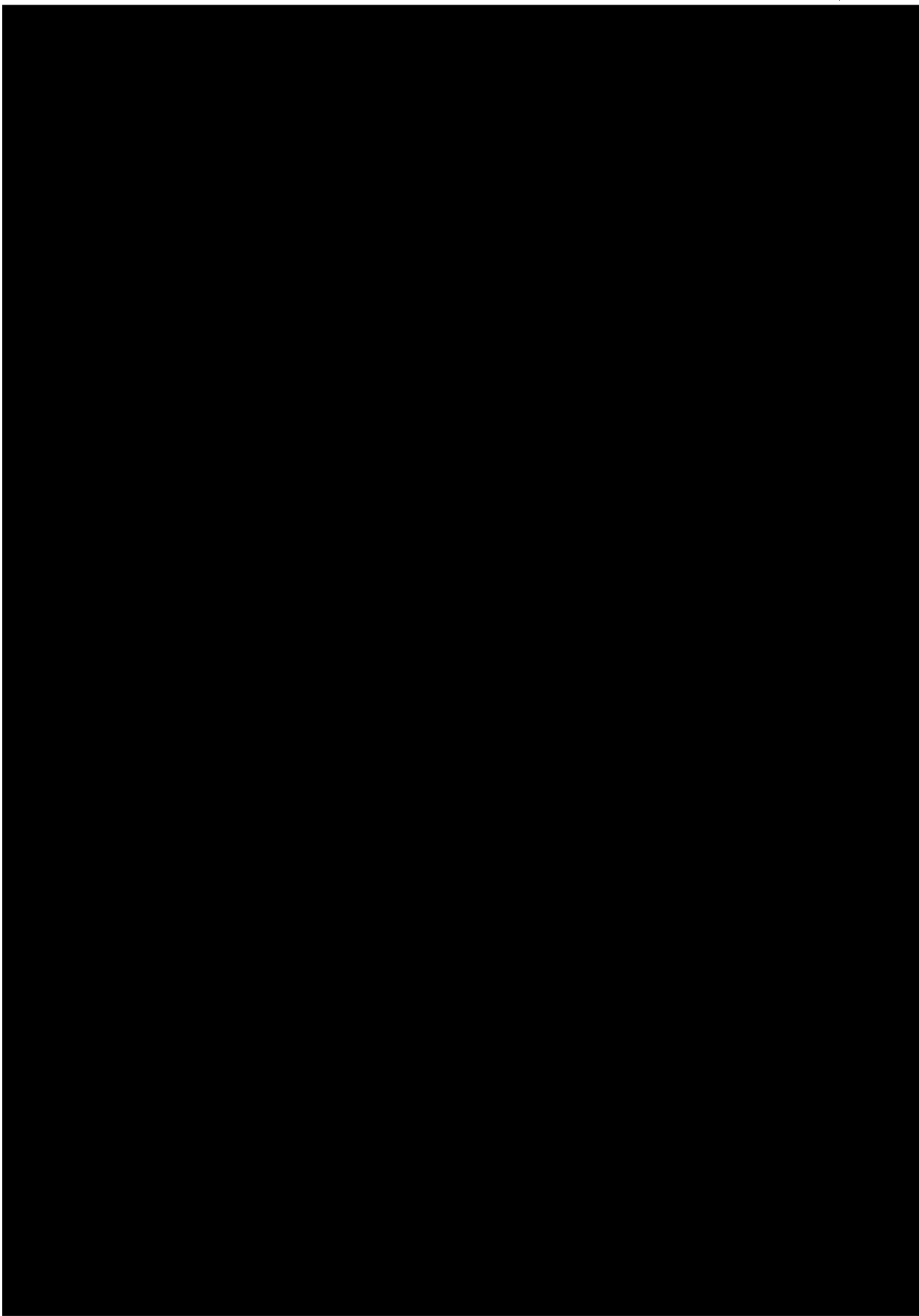


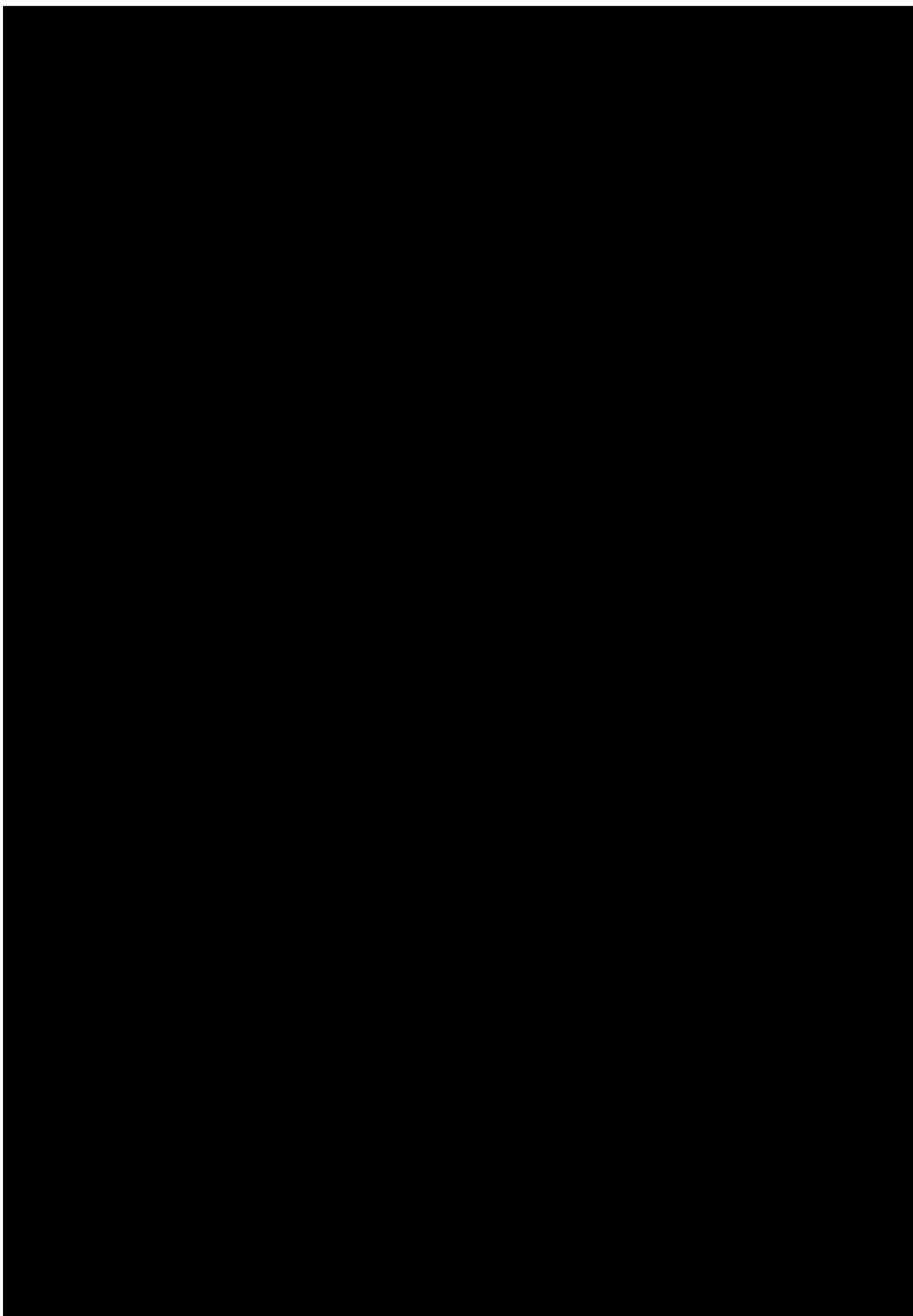


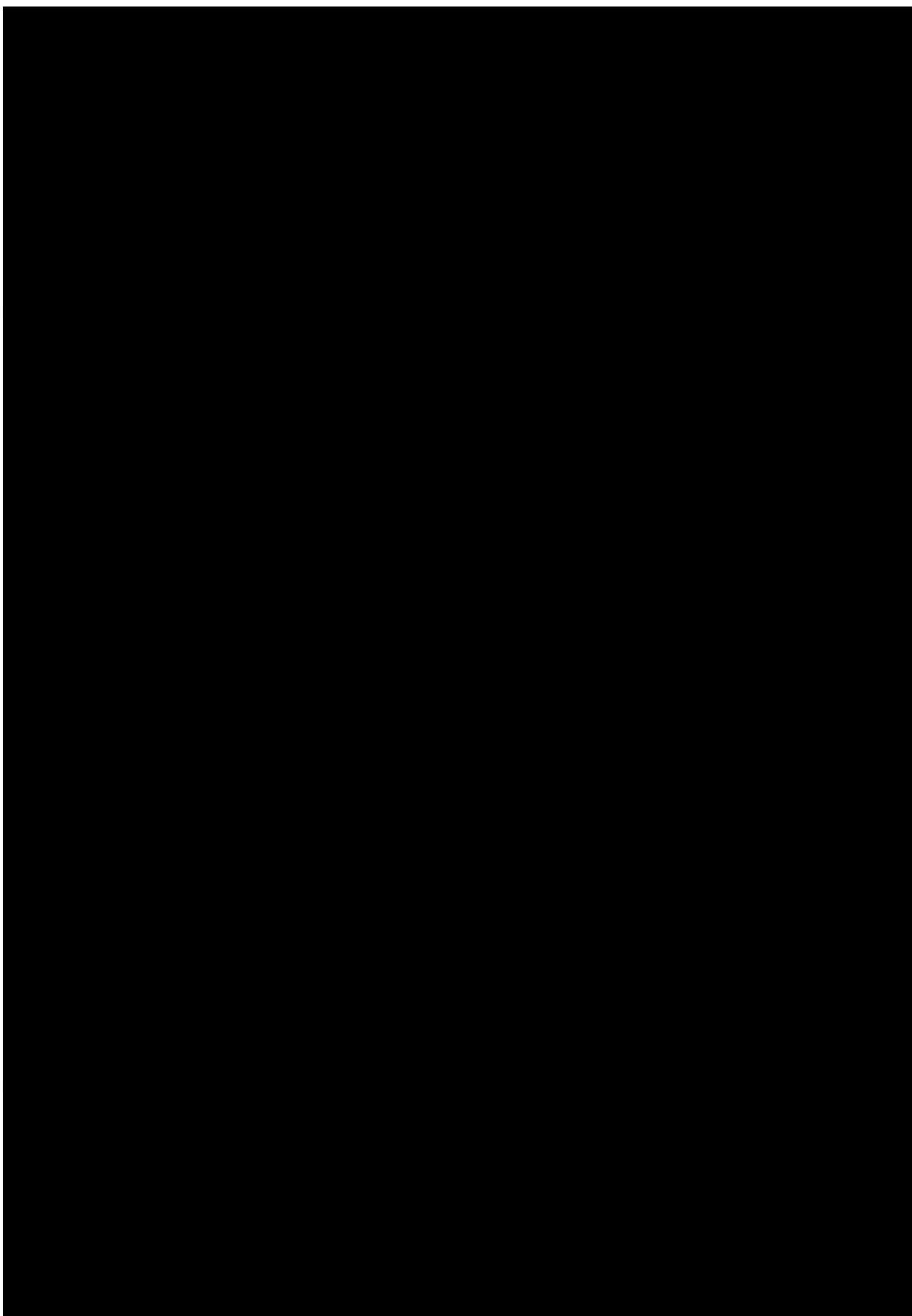


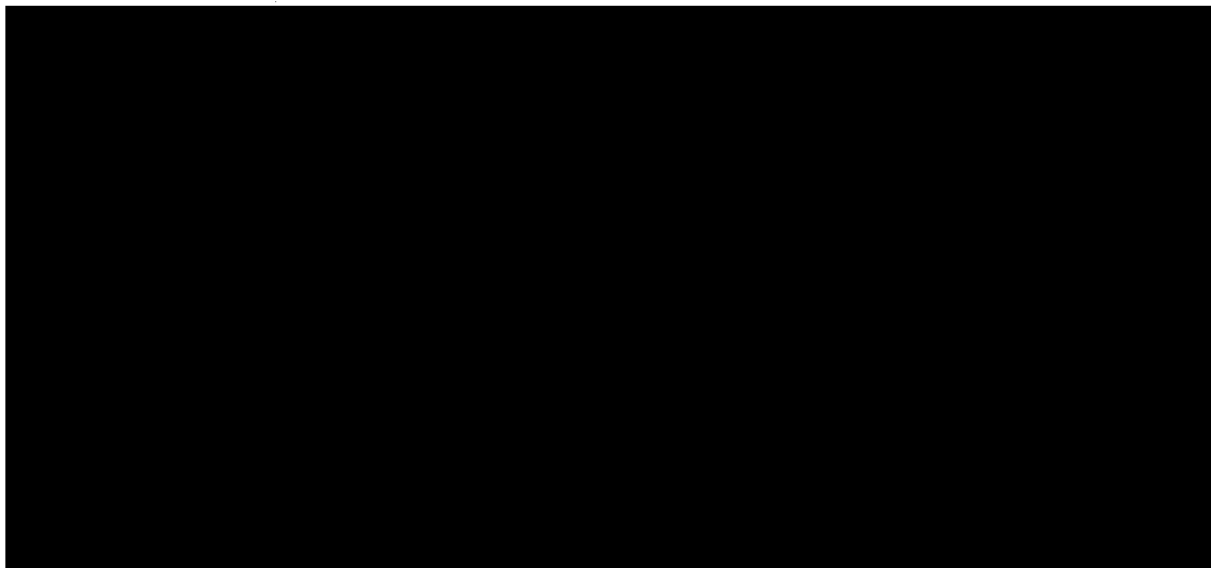




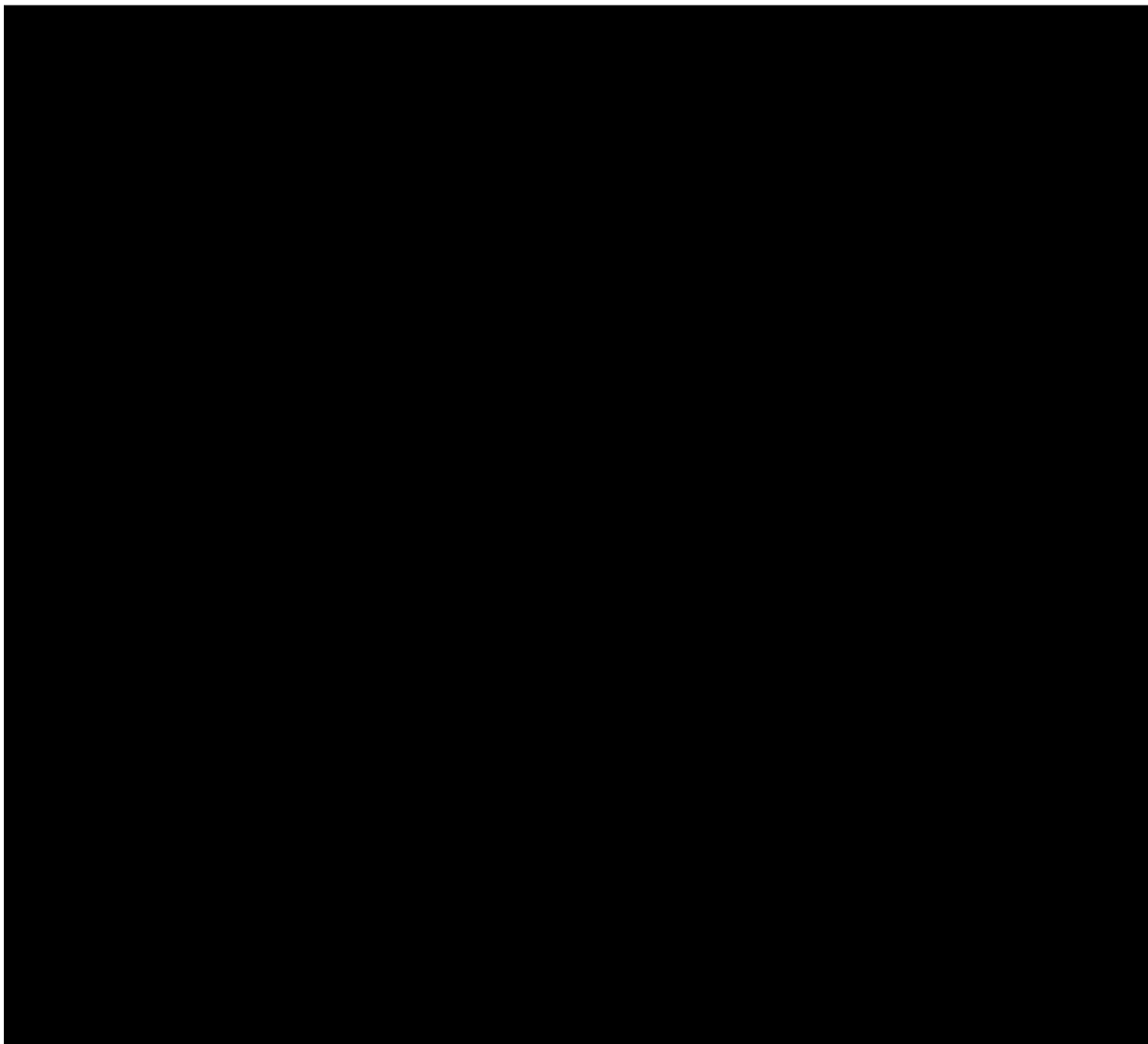


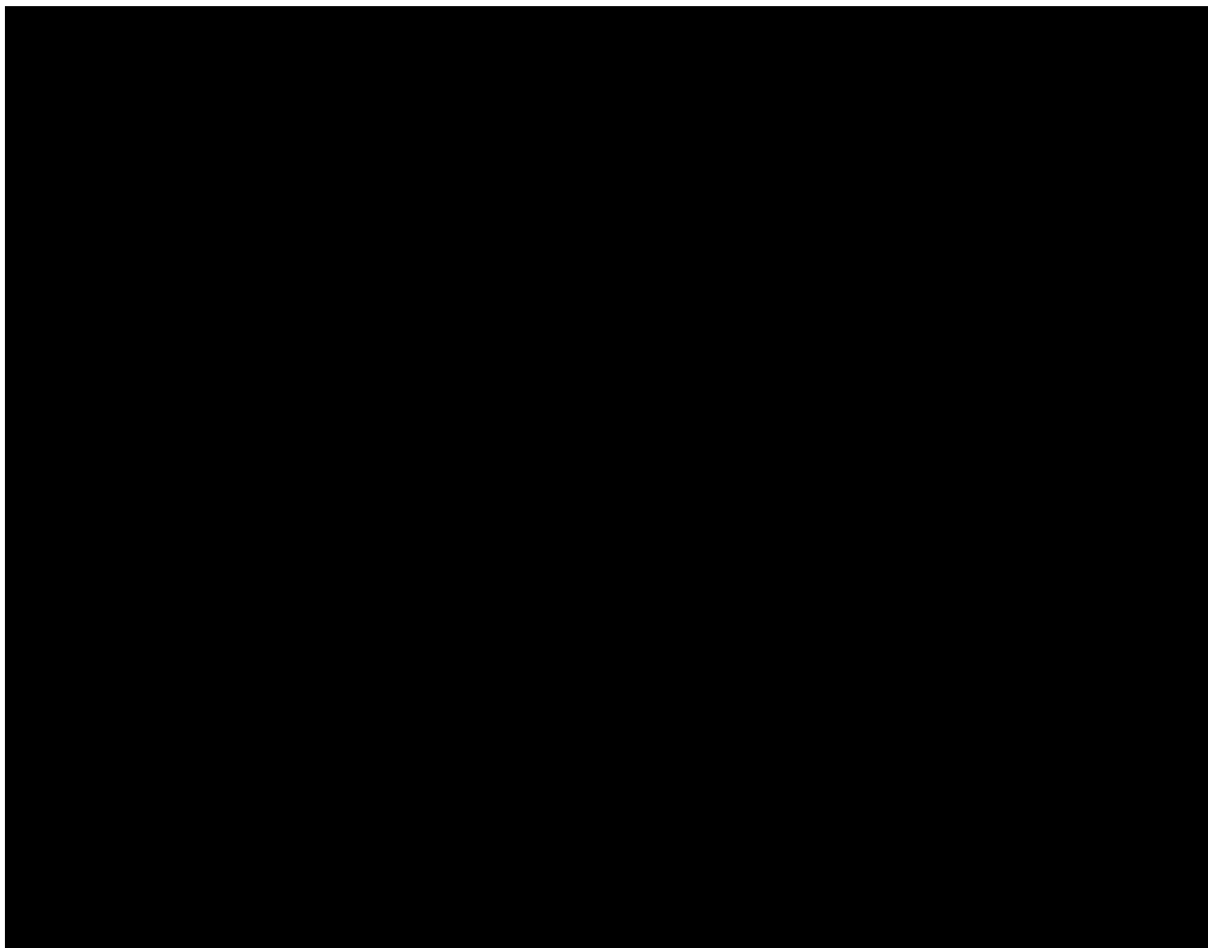


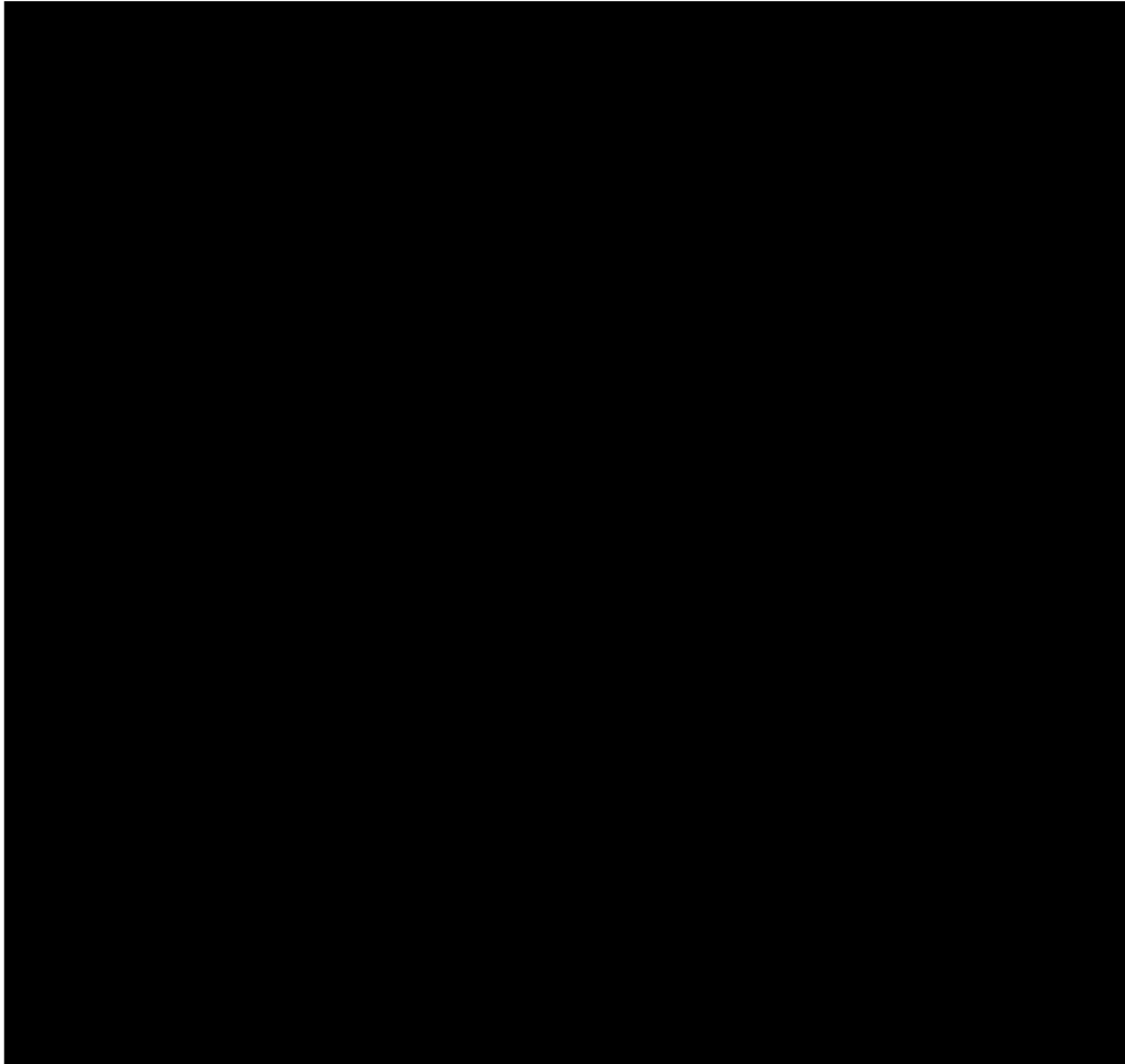




Police Headquarters Information:







Source Material

- ❖ Police Service Handbook
- ❖ Investigators Guide to Physical Evidence
- ❖ Duty Officers Handbook
- ❖ Guidelines for the Investigation of Major Crime
- ❖ Guidelines for the Investigation of Critical Incidents
- ❖ Homicide Squad Induction Package (version 2005)
- ❖ Homicide Squad Investigators Disk
- ❖ Memorandum of Understanding for the Conduct of a Multi-Jurisdiction Major Crime Investigation in Australia (including Terrorism).
- ❖ National Counter Terrorism Plan.
- ❖ State Crime Command Business Rules (version 2004)
- ❖ State Crime Command Induction Package (version 2005)
- ❖ NSW Police Media Policy (version April 2007)

- ❖ Homicide Squad intranet site
- ❖ History of the NSW Police
(http://www.policensw.com/a_search/hist.html)