

A There was a position advertised as Assistant Commissioner, Crime, and I applied for that position and was successful.

Q8. And what positions did you occupy with Victoria Police after you joined them?

A I was the Assistant Commissioner, Crime, for about three years. I was promoted to Deputy Commissioner in I think about mid-2006, and I was promoted to Chief Commissioner in March of 2009.

Q9. In relation to your position as Assistant Commissioner, Crime, what did that role involve?

A I was responsible for management of the Crime Department. The Crime Department has, or had responsibility for investigation of, you know, serious and organised crime in and impacting on Victoria. I was also part of the then Senior Management Group that operated under the previous Chief Commissioner, Christine Nixon. So, I had some responsibilities through that body for the management and governance of the entire organisation. But my main role was around direct management of the Crime Department.

Q10. And as the Assistant Commissioner, Crime, were you involved with Piranha Taskforce?

A I established and managed the Piranha Taskforce from its inception really through pretty much till becoming Chief Commissioner.

Q11. And what were your major achievements as Assistant Commissioner?

A That might be for other people to judge.

Q12. Well, in your view?

A Well, I can lay some claim, I think, to ending the gangland war with the establishment and operation of Piranha. I developed an organised crime strategy for Victoria Police that was implemented and was very successful in terms of arguing for and getting legislative reform, change to regulation, increased resourcing for the organisation. And I restructured the Crime Department through the Major Crime Management Model Review. You know we had a lot of operational successes as well in terms of dealing with serious and organised crime throughout that time. I do make the point that with Piranha, the solving of the underworld murders, without any sense of false modesty, if you have a look at Victoria Police's record before my appointment it was pretty appalling. If you have a look at their record after my appointment it was very successful. I don't claim that all that success was due to me; there were a lot of people who can and should take responsibility for that. But I significantly changed the way we went about - or Victoria Police went about investigating those things, and the taskforce, despite a lot of scepticism early on, finished up being incredibly successful.

Q13. And what did you consider your major challenges as Assistant Commissioner?

A They were very many and varied. There's a fair bit of resistance to any sort of organisational change that you try and bring about. I certainly met

significant resistance from the Police Association around that. Some of that was up front and a lot of that was much more clandestine. There was obviously a lot of political and public pressure particularly around the gangland murders, and you know that took a lot of very careful management both at the political level but also through the media in terms of providing the space and time that we needed to run the investigations to get the results. I always believed we'd get the results if we got enough space and time. I wasn't confident that we were going to get enough space and time.

If you go back to that period of time there was a lot of speculation about corruption being associated with the drug activity and the murders that were taking place. That subsequently turned out to be proven to my satisfaction, but that was probably not till about 2005 when I think hard evidence as opposed to speculation emerged that there was, in fact, such a nexus. My concern was that we may well - or Victoria Police may well have been faced with a Royal Commission or something similar. And in fact there were some of the criminal adversaries who I felt were arguing for exactly that because they saw that as the most effective way of disrupting what Victoria Police was trying to do, and to create further space and time for them to continue with their criminal enterprise. So, it was a very challenging and difficult role particularly early on. I mean