



NSW Police Force
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OFFICE OF THE COMMISSIONER

NSW 00/2008/201061

Mr Paul McLeay MP
Chair
Public Accounts Committee
Parliament House
Macquarie St
Sydney NSW 2000

Dear Mr McLeay

Re Auditor General Report on Police Rostering

I am writing in response to your letter of 26 November 2008 seeking information from NSW Police Force on the Auditor General's Report '*Police Rostering*' which was tabled on 5 December 2007.

I have attached to this letter a schedule that details the current status of the implementation of the recommendations made by the Auditor General in his report.

I trust that this information is of assistance to your Committee. If further information is required please contact Mr Feargus O'Connor, Manager Executive Advisory Unit on 82636364.

Yours sincerely

A. P. Scipione APM
Commissioner of Police

13 FEB 2009



AUDITOR GENERAL - PERFORMANCE AUDIT - POLICE ROSTERING

Status re Implementation of recommendations

| Recommendation | | Outcome | Action to be taken | Target completion date | Status | Responsibility |
|-----------------------|--|---|--|--|---|----------------------------------|
| 1. | NSWPF ensures commands comply with the current roster parameters regarding the number of 12 Hour shifts that officers can work. (page 35) | The agreed parameters for flexible rostering provide a truly flexible manner in which the NSWPF may deploy its resources to meet operational demands, including proactive policing. | <p>Compliance with agreed parameters achieved through:</p> <ul style="list-style-type: none"> • Training for Commanders, Senior Managers and roster officers re: the application of agreed parameters. • The Intelligence Based Rostering (IBR) system provides warnings to indicate that there may be award conflicts relative to rostering practices. | | <p>Completed</p> <p>Completed</p> | Corporate Human Resources |
| 2. | NSWPF reviews the rostering parameters and, by July 2008, develop best practice principles that are consistent with contemporary practices for managing the risks to the health and welfare of officers arising from shiftwork (pages 22 and 35) | The agreed parameters for flexible rostering provide a truly flexible manner in which the NSWPF may deploy its resources to meet operational demands, including proactive policing. | <p><u>NSW Police Fatigue Project</u></p> <ul style="list-style-type: none"> • Phase 1 of the Project included a review of the Flexible Rostering Agreement and comment on the current Agreement in relation to contemporary fatigue management. • Phase 2 of Fatigue Project <ul style="list-style-type: none"> ○ Defined the best practice rostering parameters ○ Developed Draft Fatigue Guidelines ○ Developed Toolkits to identify and manage fatigue • In conjunction with University of SA, developed Fatigue Education/ awareness Training packages. | | <p>Completed</p> <p>Completed</p> | NSWPF Safety Command |
| 3 | NSWPF require commands, as part of the best practice roster principles to: | Improved response to calls for assistance. | <p><i>Deployment management – monitor & review</i></p> <ul style="list-style-type: none"> • NSWPF is developing the ability to query the CAD (Computer aided dispatch) system with First Response times based on existing business rules. The Working | Timeframe to be determined as part of review. | Commenced | DCOP Field Operations |

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| <ul style="list-style-type: none"> • review patterns of response times, use different shift lengths and stagger start times to better meet the demand for police (pages 26 and 27) • provide officers sufficient opportunity to follow-up investigations, witnesses and victims at customer-friendly times (page 29) • review the roster's ability to support the needs of the community and victims by monitoring such indicators as complaints, community satisfaction and the timeliness of case follow-up (page 29) | <p>A standardised review mechanism to assess the suitability of rosters.</p> <p>Proactive monitoring of rostering practices to avoid the development of situations leading to poor customer service or OH&S.</p> | <ul style="list-style-type: none"> • Group is currently reviewing output from test reports. • Deployment training for operational Commanders and Senior Managers has been conducted. • The HR Review Tool has been developed and implemented within all LACs. It has a number of components including Deployment Management, Sick Leave, Injury Management and Leave Management that enable commands to review, develop and improve sustainable HR practices. • An electronic Command Management Framework (eCMF) is being deployed across commands and is oversighted at the Region level. It contains a corporate performance area Deployment/Rosters that requires rosters to be reviewed to ensure that they: <ul style="list-style-type: none"> ○ Meet the operational needs of the command ○ Comply with flexible rostering guidelines and First response agreement ○ Address welfare and OH&S requirements, and consider staff needs. | End 2009 | Completed | Corporate Human Resources Corporate Human Resources | | |
| | | <p><i>Community Satisfaction</i></p> <p>Rostering is only one of a number of factors contributing to timely case follow-up, community satisfaction and complaints. NSWPF has established a Customer Service Program which is working to establish a sustainable framework to support NSWPF in its delivery of improved customer service. Work undertaken includes:</p> <ul style="list-style-type: none"> • Publishing within NSWPF the Customer Service Policy, Charter and Guidelines which includes specified standards as to how victim follow-up should occur. • Comprehensive mandatory training program for all NSW police employees. • A customer survey tool to be used by Commands to dip sample victims of crime and gain their feedback concerning the new standards and their overall level of | | Completed | | Performance Improvement and Planning | |
| | | | | | 1 July 2010 | Completed | Customer Service Program |
| | | | | | | Commenced | |

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|--|---|---|-------------------------------|---------------------------------|-----------------------------|
| <ul style="list-style-type: none"> monitor the effect of rosters on such organisational indicators as retention, injury and sick leave, overtime, shift penalties and annual leave (page 40) | | customer satisfaction. | | | |
| <p>4</p> <p>By July 2008, NSWPF introduce a fatigue management policy that meets best practice principles that includes:</p> <ul style="list-style-type: none"> training for commanders and officers in how to identify and manage fatigue (page 37) a minimum amount of rest taken before resuming duty (page 37) | <p>Introduction of a fatigue management policy that meets best practice principles.</p> <p>Training for commanders and officers in how to identify and manage fatigue.</p> <p>Minimum amount of rest taken by staff before resuming duty.</p> | <p>Phase 2 of Fatigue Project</p> <ul style="list-style-type: none"> Defined the best practice rostering parameters Developed Draft Fatigue Guidelines Developed Toolkits to identify fatigue and manage fatigue In conjunction with University of SA, developed Fatigue Education/ awareness Training packages <p>Phase 3 of Fatigue Project is to trial the guidelines.</p> | <p>July 2009</p> | <p>Completed</p> <p>Ongoing</p> | <p>NSWPF Safety Command</p> |
| <p>5</p> <p>By July 2008 NSWPF will:</p> <ul style="list-style-type: none"> provide | Continual review of practices and implementation of | <p>Best practice</p> <p>Examination of rostering practices forms part of the Fatigue Management Project. Any changes to current practices will</p> | | | |

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|---|----------------|---|---|--|---|
| <p>commands with a methodology to assess local rosters against best practice principles and identify gaps (page 22)</p> <ul style="list-style-type: none"> support commands in their negotiations with officers to change rosters to meet best practice principles (page 22) | best practice. | <p>be informed by the outcomes of this project as well as:</p> <ul style="list-style-type: none"> The HR Review Tool. All LACs have completed the initial self audit with HRS to complete operational reviews of all LACs by May 2009. Components within the Review Tool include Deployment Management, Sick Leave, Injury Management and Leave Management. The electronic Command Management Framework (eCMF) that is being deployed across commands and oversighted at the Region level. It contains a corporate performance area Deployment/Rosters that requires rosters to be reviewed to ensure that they: <ul style="list-style-type: none"> Meet the operational needs of the command Comply with flexible rostering guidelines and First response agreement Address welfare and OH&S requirements, and consider staff needs. (See Recommendation 3) NSWPF is developing the ability to query the CAD (Computer aided dispatch) system with First Response times based on existing business rules. A Working Group is currently reviewing output from test reports. <p>Training</p> <ul style="list-style-type: none"> Training has been provided to all current GAOs and Roster officers and officers undertaking equivalent roles at specialist commands. The HR Command is reviewing and training each LAC in best practice deployment management. | May 2009 | Ongoing | Corporate Human Resources |
| | | | End 2009 | eCMF rolled out 1 December 2008. Reporting module being rolled out | Performance Improvement and Planning Command. |
| | | | Timeframe to be determined as part of review. | Commenced | DCOP Field |
| | | | May 2009 | Completed | Corporate Human Resources |
| | | | | Ongoing | |

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|-----------------------|--|--|---|---------------|---|
| 6 | By July 2009, the NSWPF will have rosters in place that are consistent with best practice principles (page 22) | Consistent approach to rostering throughout the NSWPF. | A pilot is about to commence in Sutherland LAC incorporating a fatigue management tool overlayed on operational requirements. This pilot will be done in consultation with the PANSW. New roster SOPS consistent with best practice principles will be incorporated in this trial | EOY2009 | Corporate Human Resources Safety Command |