

**FOLLOW UP OF THE AUDITOR-GENERAL'S  
PERFORMANCE AUDITS SEPTEMBER 2012 -  
MARCH 2013**

**Organisation:** NSW Police Force  
**Name:** Mr Michael Gallacher  
**Position:** Minister for Police and Emergency Services  
**Date Received:** 24/04/2014



## The Hon Michael Gallacher MLC

Leader of the Government in the Legislative Council  
Minister for Police and Emergency Services  
Minister for Industrial Relations  
Minister for the Central Coast



Mr Jonathan O'Dea MP  
Chair, Legislative Assembly Public Accounts Committee  
Parliament of New South Wales  
Macquarie Street  
SYDNEY NSW 2000

Dear Mr O'Dea *Jonathan*

Please find attached the NSW Police Force response to your request for an update on the progress of implementing recommendations arising from the Auditor General's report 'Managing Drug Exhibits and Other High Profile Goods'.

If you or the Committee staff have any questions in relation to the submission, the contact in relation to this matter is Nathan Vincent of the Ministry for Police and Emergency Services, who can be contacted on [REDACTED] or email at [REDACTED]

Yours sincerely



**Hon Michael Gallacher MLC**  
Minister for Police and Emergency Services

## NSW Police Force progress - Audit Office recommendations – managing drug exhibits and other high profile goods.

RECOMMENDATION	ACCEPTED OR REJECTED	DUE DATE	PROPOSED ACTION FOR IMPLEMENTATION (specific details)	Actions to Complete/Status	Responsibility
1. In regard to all drug exhibits and high profile goods, the NSW Police Force should, by December 2013, review all drug exhibits and high profile goods held for more than two years and dispose of any no longer required.	Supported	Completed	<p>An annual report on the quantity of drugs and high profile exhibits, as defined by the Audit Office, which have remained in NSWPF possession longer than two years, will be provided to the DCOP Field Operations.</p> <p>A directive was issued by the DCOP Field Operations to all Commanders in November 2013 for review and disposal of relevant exhibits. Returns from all Commands have indicated compliance.</p>	<p>Reporting on compliance for exhibit audits conducted is reported in the Command Management Framework (CMF). CMF also has audit tests built into it.</p> <p>All Commands conducted audits to determine drug exhibits held for more than two years with disposal actions taken where possible to reduce holdings by 31 December 2013.</p>	<p>Forensic Services Group</p> <p>Supt A. Crandell for DCOP Field Operations</p>
2. In regard to drug exhibits, the NSW Police Force should: <ul style="list-style-type: none"> <li>a) by June 2013: <ul style="list-style-type: none"> <li>• introduce a risk based approach to determining the frequency of drug exhibit audits and</li> </ul> </li> </ul>	Supported in principle	Completed	<p>The NSWPF will review the frequency of drug exhibit audits. This will examine modifying the Command Management Framework (CMF)<sup>1</sup> to clarify whether Local Area Commanders can conduct audits less frequently provided appropriate risk assessments have been identified, adequate storage facilities and processes that do not warrant monthly audits.</p>	<p>In February 2013 a request was sent to all DCOPs seeking approval to adjust the frequency of drug exhibit audits; which was approved. CMF has been changed for audits to be undertaken on a quarterly basis. All commands were notified of the change in CMF in April 2013.</p>	<p>Performance Improvement and Planning Command</p>

<sup>1</sup> The Command Management Framework (CMF) is a risk-based, self assessment process, focussing on the audit function. CMF addresses legislative compliance issues. It is designed to be a tool to better manage operations and improve accountability at a local level and to give auditors at a region and state level a tool to enable them to monitor and manage risk more proactively.



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2. b) check if drug exhibits should be disposed of as part of the audit.	Supported	Completed  TBA	<p>The Police Handbook will be reviewed and amended to reflect the above changes.</p> <p>The issue of the timely disposal of exhibits will be incorporated into the CMF.</p> <p>The NSWPF has submitted a proposal to make procedures for the analysis and destruction of drugs more efficient and address the problems associated with the long term retention of drugs.</p>	<p>The Police Handbook relating to Drug Exhibits was updated and published December, 2013.</p> <p>As above in reference to CMF.</p> <p>A proposed model in line with the NSWPF proposal, is being developed by an interagency working party consisting of NSWPF, Department of Attorney General &amp; Justice, Office of the Director of Public Prosecutions, and Ministry for Police and Emergency Services representatives.</p>	<p>Police Prosecutions Command &amp; Strategic Drug Exhibit Project</p>
2. c) - Review the procedure for storing bulk drug exhibits based on the capacity and security at each storage location.	Supported	April/May 2014	<p>Under current arrangements bulk exhibits greater than trafficable quantities seized by police across NSW are to be stored at the Surry Hills Exhibit Centre which has ample capacity and storage security. In the meantime storage capacity and security assessment procedures will be developed for broad circulation. Assessment processes will be applicable to every likely location of bulk drug exhibit storage in preparation for legislative change and in consultation with the Police Property Group.</p>	<p>A procedure is written in the Police Handbook for LACs to assess if they have the capacity to store bulk drug exhibits.</p> <p>To assist Commands in determining their capability to store bulk drug exhibits, criteria will be developed and procedures will be published.</p>	<p>Supt A. Crandell &amp; Performance Improvement and Planning Command (PIPC)</p>

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3. Consult with the Forensic and Analytical Science Service to amend the sampling procedure for drug exhibits to ensure there is no residual of the sample that needs to be returned to NSW Police.	Supported	TBA	<p>This is currently under consideration as part of the proposed model, referred to above at (2b).</p> <p>The EFIMS platform will be reviewed to reflect stakeholder requirements. This will include:</p> <ul style="list-style-type: none"> <li>• Stakeholder consultation,</li> <li>• Development of appropriate training support materials, and</li> <li>• Communicating the release of EFIMS changes.</li> </ul>	Consideration of the proposal is ongoing.	Strategic Drug Exhibit Project Group
4. In consultation with the Environment Protection Authority, identify appropriate facilities across the State for the disposal of drug exhibits.	Supported	Completed	NSWPF will update the CMF system with clear instruction and/or affirmation that destructions are carried out at authorised destruction facilities in accordance with the EPA guidelines. At present only one location within NSW has been authorised as a destruction facility.	<p>CMF has been updated to give clear instruction that destructions are to be carried out at authorised destruction facilities.</p> <p>NSWPF has commissioned University of Technology (UTS) to carry out research on the existing drug bag and alternate bags. The research commenced on 10 January 2014 and will be completed by June 2014. Progress meetings have occurred with monthly updates provided.</p>	Performance Improvement and Planning Command

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		TBA	The Office of General Counsel is obtaining legal advice regarding the obligations of the NSWPF under Protection of the Environment Act legislation. Consultation with the EPA will continue following consideration of that advice. This process has taken longer than anticipated due to several legal issues requiring attention including the storage, transportation and disposal of prohibited drugs by NSWPF. An interim process of drug exhibit destructions at the Sterihealth facility is in place until legal issues are clarified.	An interim procedure has been implemented including testing of alternatives to currently used PVC plastic drug exhibit bags. Upon completion of testing a trial will be conducted in regional areas of NSW so that local drug destruction processes at EPA endorsed facilities can continue.	Strategic Drug Exhibit Project Group
5. By December 2013: Improve the quality of information recorded in EFIMS for drug exhibits.	Supported	Completed  Completed	The FSG to ensure that sufficient advice is provided to enable consistent and accurate recording of exhibits data.  A test will be added to CMF requiring dip sampling of entries.	EFIMS work completed. Improved Drug Seal Number tracking has been delivered.  Two CMF tests have been available since July 2011, being: <ul style="list-style-type: none"> <li>Requirement for Duty officers to dip sample EFIMS entries monthly and</li> <li>Supervisors/exhibit officers to review all EFIMS entries for quality assurance and completeness.</li> </ul>	Forensic Services Group  Performance Improvement and Planning Command



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<p>6. In regard to firearms and ammunition, the NSW Police Force should:</p> <ul style="list-style-type: none"> <li>by June 2013: review practices for storing and transporting firearms and ammunition to ensure compliance with the <i>Firearms Act</i> and Regulation.</li> </ul>	Supported in principle	June 2014	The NSWPF has completed a review of legislative requirements and policies governing the storing and transporting of firearms and ammunition.	Following the review, a NSWPF ballistics expert has been appointed to update a range of Police Force policies and procedures, with an initial draft to be completed in June 2014.	Forensic Services Group
<p>7. Ensure firearms and ammunition audits are conducted as required.</p>	Supported	Completed	Currently Commands conduct 100% audits of all exhibits annually. This reflects the current standard.	Complete.	Performance Improvement and Planning Command
<p>8. by December 2013: Consider introducing a way to identify any firearms and ammunition exhibits that must be retained indefinitely.</p>	Supported	Completed	To be progressed in EFIMS by developing and incorporating new business requirements following stakeholder consultation.	An audit/report function has been built into the EFIMS, which allows any Local Area Command to determine at any time the number and location of exhibit items stored/on-hand.	EFIMS Project
<p>9. In regard to vehicles and vessels, the NSW Police Force should:</p> <ul style="list-style-type: none"> <li>by June 2013: incorporate management of marine vessels in corporate SOPs.</li> </ul>	Supported in principle	April 2014	The management of vessels will be undertaken through EFIMS. Compliance will be managed through CMF.	Strategic Procurement and MAC have entered into discussions regarding the identification and implementation of contracts with suppliers to enable the storage of large vessels. Until these details have been completed, updates to the Handbook and SOPs are unable to be made.	Marine Area Command (MAC) & Performance Improvement and Planning Command (PIPC)

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<b>10.</b> ensure all vehicles and vessels, whether exhibits or miscellaneous property, are recorded in EFIMS.	Supported	April 2014	The NSWPF will undertake internal consultation to develop appropriate reporting structure, in consultation with regions, to ensure compliance with current NSWPF SOPs. The feasibility of monitoring the relevancy of exhibits through EFIMS will be explored and, if appropriate, considered for inclusion within CMF.	SOPS have been drafted to reflect the need for the recording of such exhibits/property in EFIMS not the Towing Book.  Draft SOPs have been completed and submitted for approval by the Police Executive.	Traffic & Highway Patrol Command
<b>11.</b> – Ensure that contract holding yards are inspected and monitored according to risk.	Supported	Completed	The NSWPF will undertake internal consultation to develop an appropriate reporting structure. In consultation with regions, to ensure compliance with current NSWPF SOPs. The feasibility of monitoring the relevancy of exhibits through EFIMS will be explored and, if appropriate, considered for inclusion within CMF.	Inspections are required to be undertaken irrespective of the risk as part of CMF. SOPs have been updated by Traffic & Highway Patrol Command that include suitability of locations for facilities to store vehicles taken into police custody. SOPs also address the requirement to inspect these facilities. Facilities were subsequently inspected throughout the State as a result of this update. NFA required.	Performance Improvement and Planning Command