



**NSW Police Force**  
www.police.nsw.gov.au

**OFFICE OF THE COMMISSIONER**

The Hon. Kerry Hickey MP  
Chair, Committee on the Office of the  
Ombudsman and Police Integrity Commission  
Parliament House  
Macquarie Street  
SYDNEY NSW 2000

Dear Mr Hickey,

I refer to a letter from Ms Vicki Buchbach, Committee Manager, dated 27 May 2010, inviting a submission to the current parliamentary inquiry into *Improper associations in the NSW Police Force*.

The NSW Police Force recognises that improper associations can facilitate corrupt conduct, ranging from seemingly innocuous favours to actively concealing or partaking in criminality. The potential consequences of improper associations for the NSW Police Force can be extreme.

In order to reduce the likelihood of improper associations facilitating corrupt conduct, the NSW Police Force has in place a number of strategies, policies, guidelines and mandatory employee education to both assist individuals in self-identifying associations which may be of concern and ensuring that an identified improper association is subject of appropriate remedial/management action.

These strategies, together with the *NSW Police Force Conflicts of Interest (Improper Associations) Policy and Guidelines* provide clear instructions and advice to all NSW Police Force employees both in identifying an association that may be improper and the appropriate means of managing such an association. It is considered that the overwhelming proportion of NSW Police Force employees observe these guidelines.

In order to further improve the effectiveness of existing NSW Police Force strategies the *Conflicts of Interest (Improper Associations) Policy and Guidelines* is currently undergoing review by the Professional Standards Command. This review will ensure

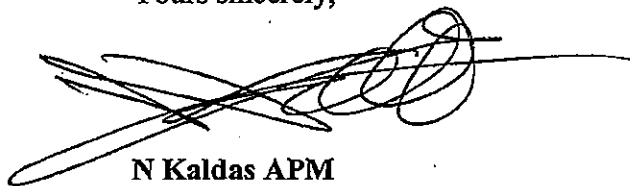


that the *Policy and Guidelines* continue to incorporate best practice for managing 'improper associations' and that the recommendations made by the Police Integrity Commission (PIC) are appropriately addressed.

The NSW Police Force (specifically the Professional Standards Command) shares a collaborative relationship with the PIC and we are currently working on a number of projects together to progress best practice. The NSW Police Force is committed to continuing this relationship and implementing recommendations made by the PIC, where practical and appropriate.

If you require any further information, please contact Assistant Commissioner Paul Carey, Commander, Professional Standards Command, on (02) \_\_\_\_\_ or email \_\_\_\_\_

Yours sincerely,

A handwritten signature in black ink, appearing to be 'N Kaldas', written over a horizontal line.

**N Kaldas APM**  
**Acting Commissioner of Police**

5 JUL 2010