EXAMINATION OF THE AUDITOR GENERAL'S PERFORMANCE AUDIT REPORTS AUGUST 2019 - JUNE 2020

Organisation: NSW Police

Date Received: 2 July 2021

F/2021/36059

Mr Greg Piper MP
Chair
Public Accounts Committee
Parliament of New South Wales
Macquarie Street
SYDNEY NSW 2000

c/o pac@parliament.nsw.gov.au

Dear Mr Piper

I write in response to your letter dated 31 May 2021 regarding the Auditor-General's Performance Audit Report on *Funding Enhancements for Police Technology.*

Please find enclosed a response from the NSW Police Force to the recommendations made in the Auditor General's report.

Should you require any further information, please contact █████████████████████

Yours sincerely

██████████████████████████
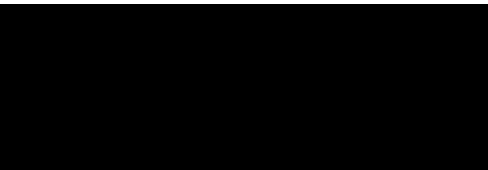
Executive Director Nicole Miller on behalf of;

M J Fuller APM
Commissioner of Police

01/07/2021

IMPLEMENTATION OF RECOMMENDATIONS

NSW Police Force

Funding Enhancements for Police Technology

	RECOMMENDATION	ACCEPTED OR REJECTED	ACTIONS TO BE TAKEN	DUE DATE	STATUS (completed, on track, delayed) and COMMENT	RESPONSIBILITY (Section of agency responsible for implementation)
1	Finalise and routinely use a whole-of-organisation capability model, that identifies and plans to address technology gaps, to make ICT capital investment and resource allocation decisions.	Accepted.	The 2019-2021 ICT Strategy outlines how NSW Police Force will develop new or enhanced technology-enabled capablities across the NSW Police Force. This will be achieved by improving alignment with the overall operational strategy and priorities, engageing more closely with individual Commands, building business knowledge and delivering more targeted solutions that underpin organisational outcomes.	Not stated.	Completed. The ICT Executive Board which meets monthly is Chaired by the Deputy Commissioner of Corporate Services and includes representation from significant Commands and business functions. The ICT Executive Board focuses specifically on overall operational strategy and priorities and engagement with individual Commands. It is aligned with the operation of the Finance & Performance Committee representing business and financial governance interests.	Not required.
2	Continue to develop an enterprise benefits management approach to drive achievement of targeted benefits, and greater utilisation of technology capability, including: • improving capability in benefits realisation; • actively reviewing, monitoring and managing project benefits, and adjusting implementation when not on track to	Accepted.	The NSW Police Force will continue to develop an enterprise benefits management approach in line with the 2019 ICT Governance Framework and Project Management Benefits Realisation Plan.	Not stated.	In progress; on track. As part of its major service improvement project, the Integrated Policing Operating System (IPOS) will replace the core police service support system. The project is a multiyear transformation program for the NSWPF that will provide tangible benefits over the next 17 years. The project is aligned to the NSWPF capability model. Outcome and benefits realisation are imbedded within the program with checkpoints and feedback from the field supporting ongoing delivery.	IPOS Project

	RECOMMENDATION	ACCEPTED OR REJECTED	ACTIONS TO BE TAKEN	DUE DATE	STATUS (completed, on track, delayed) and COMMENT	RESPONSIBILITY (Section of agency responsible for implementation)
	achieve intended outcomes; • promoting ongoing awareness and use of the full functionality of implemented technologies; • regularly seeking feedback from frontline officers at all ranks in using existing technologies and forecasting future technology needs; • obtaining a consolidated view of the value technologies are delivering for the organisation.					
3	Ensure that, for technology projects that change how police interact with the public, external stakeholders are engaged, and their feedback considered, where appropriate in the project life cycle.	Accepted with caveat.	NSW Police Force will continue to be proactive, to collaborate with communities across NSW and establish partnerships to impact the underlying causes of crime and disorder. For victims of crime and our customers we need to communicate effectively and deliver efficient services to maintain trust and confidence. It should be noted that engagement with external stakeholders will not always be possible for particularly sensitive procurements that involve covert technology or methodologies.	Not stated.	In progress; continuous. NSW Police Force has reviewed its customer service program and associated support for victims of crime. These programs and appropriate stakeholder engagement will continue to be central to all technology enablement projects.	Governance Command

2 December 2021

F/2021/64036
Your ref: D21/47303

NSW Police Force

OFFICE OF THE COMMISSIONER

Mr Greg Piper MP
Chair
Public Accounts Committee
Legislative Assembly
Parliament of New South Wales
Macquarie Street
Sydney NSW 2000

pac@parliament.nsw.gov.au

Dear Chair

Subject: Auditor-General's performance audit report – Funding Enhancements for Police Technology – NSW Police Force

In response to your letter dated 12 October 2021 seeking further information concerning the three recommendations in the performance audit report, I submit the following:

Recommendation 1:
Can you provide further information about the relationship between the ICT Strategy and the business capability model?

> The NSW Police Force ICT Strategy is anchored off the NSW Police Force business capability model. In this way, it aligns with, and delivers, uplifts to business capabilities identified as being central to NSWPF operations. Each business capability comprises four dimensions, namely: Process, People, Technology, and Data/Information. Focusing on business capabilities ensures that the ICT Strategy adopts an enterprise-wide posture, rather than targeting organisational silos, and further enables all four dimensions of organisational capabilities.
>
> By anchoring off the NSWPF business capability model, the ICT Strategy enables business dexterity and agility to NSWPF's ability to respond to the changing nature of crime and emergencies. As an example, the ICT Strategy allowed for introduction of contemporary platforms rather than applications, which allowed NSWPF to respond at the speed of requirement in implementing a system to manage Hotel Quarantine as well as to investigate the recent bushfires.

Recommendation 2:
The Committee notes that in the Commissioner's response, the Force continued to develop an enterprise benefits management approach to drive the target benefits and enable greater utilisation of technology capability.

Can you provide further information on the benefits accruing to the other projects, including:

- MobiPOL (shared smart phone and tablets to access police systems away from the office)
> The 'shared smart phone' model has been reviewed and all frontline officers will now be issued with a mobile device under the IPOS program. This increases mobility for officers and allows them to work from anywhere and not be confined to police stations or desks.
>
> IPOS will also recode the current MobiPOL platform to allow use on any device or operating system which will benefit current and future projects by removing the need for projects to develop device specific applications for frontline officers. This speeds the development and delivery of police applications to the field. The agnostic approach to device and operating systems also allows the NSWPF to better integrate with other government ICT applications and systems.
>
> It should be noted to that in addition to IPOS, the recently endorsed and approved Integrated Connected Officer (ICO) program will significantly uplift mobility by providing enhanced computing features in patrol vehicles. The ICO program is scheduled to commence in July 2022.

- Field ID (hand-held fingerprint scanners)
> The consolidation of applications used by officers in the field (under IPOS) will include Field ID. Planning is in place to rationalise the platform specifications under IPOS and then leverage a future program of work called "Integrated Biometrics Platform" to consolidate devices used in the field for the purpose of capturing biometrics.

- I2IMS (intelligence software); and
> The I2IMS (or Chimera) will benefit from having a single source of truth for all data, thereby increasing the quality of data. Data will be from a consolidated dataset rather than having to obtain data from multiple different systems which is the current situation.

- Digital Evidence First Responder (digital forensic tool)
> The IPOS will provide a single source of truth for police incident response. This allows data which is gathered in the field to be correlated with an event number. This data will be uploaded via the Digital Evidence First Responder tool (also referred to as Digital Evidence cloud). The benefits include full traceability to the event and associated data sets; and faster up downstream investigations and forensics processes.

Recommendation 3:
The Committee notes that in the Commissioner's response, the Force will continue to be proactive and collaborate with communities across NSW and establish partnerships to impact the underlying causes of the crime and disorder.

How has the NSW Police Force embedded stakeholder engagement into other technology projects since the conclusion of the audit?

> The Commissioner's Executive Team (CET) have endorsed a unified operating model for the NSWPF. Within the Operating Model, all Commands are required to work as part of a larger ecosystem rather than in organisational/command specific silos.

Stakeholder engagement has been dealt with at multiple levels:

a)   Commissioner's Executive Team (CET) receive regular briefings by the Chief Information & Technology Officer and relevant ICT leaders

b)   A Capability Owners' Forum has been implemented to drive unified decision making and allow for a broader perspective in implementing core business capabilities

c)   A Capability, Architecture and Innovation Board has been set up to drive request fulfilment/demand management in a consultative manner across the NSWPF

d)   Program and project level steering committees always include business sponsor/s

e)   Where relevant Command specific ICT relationship managers have been deployed.

I trust the information provide above addresses your concerns and any questions around the Police response to the recommendations within the performance audit report.

Yours sincerely

OBO. **M J Fuller APM**
Commissioner of Police