
Appendix 1 – Response from entity

Response from the NSW Police Force

Official



NSW Police Force

OFFICE OF THE COMMISSIONER

24 April 2026

Mr Bola Oyetunji
Auditor-General for New South Wales

By email: mail@audit.nsw.gov.au

Dear Mr Oyetunji,

Response to Performance Audit Report on Upgrades to Core Policing Technology

I write to acknowledge receipt of the Performance Audit Report titled Upgrades to Core Policing Technology and to thank the Audit Office of NSW (Audit Office) for its examination of the NSW Police Force's planning, procurement and governance arrangements relating to the replacement of core policing technology systems.

The NSW Police Force acknowledges the report's findings regarding shortcomings in earlier phases of the program, including challenges associated with legacy systems, supplier non-performance and governance arrangements following the termination of the primary contract in 2022. We recognise the Audit Office's role in providing independent assurance to Parliament and welcome the opportunity to formally respond.

The report appropriately notes that the NSW Police Force has long recognised the operational, financial and technology risks associated with ageing core systems, particularly COPS, and that successive business cases since 2018 have documented the necessity of large-scale transformation. The NSW Police Force recognises that earlier delivery approaches did not achieve the intended outcomes within the original timeframes.

It is, however, important to emphasise that the operating model, delivery approach and governance arrangements assessed in earlier phases of the audit are fundamentally different to those currently in place. From early 2024, the NSW Police Force initiated a comprehensive reset of the program, now known as the Police Technology Program (PTP). This reset was designed to limit further exposure and preserve service continuity and included the introduction of single accountable sponsorship, a phased and capability-based delivery model, a move away from a single-vendor approach, strengthened financial oversight, and reinforced independent assurance.

The Audit Office's report reflects that these changes have materially improved governance, transparency and delivery confidence. Independent health checks conducted in 2024 and 2025 have also assessed

Locked Bag 5102 Parramatta NSW 2124 [W www.police.nsw.gov.au](http://www.police.nsw.gov.au) TTY 02 9211 3776 for the hearing and speech impaired ABN 43 408 613 180

TRIPLE ZERO (000)

Emergency only

POLICE ASSISTANCE LINE (131 444)

For non-emergencies

CRIME STOPPERS (1800 333 000)

Report crime anonymously

Official

Official

the program's current position and next-phase readiness positively. These reforms represent more than incremental improvement; they constitute a fundamental restructuring of how technology transformation is governed and delivered within the NSW Police Force.

The NSW Police Force notes the report's recognition that significant operational capability and foundational infrastructure have been delivered since funding approval in 2021, while observing that the report places greater emphasis on historical challenges than on the material improvements achieved since 2024.

Despite early delivery and governance issues, the investment to date has delivered critical platforms and enabling infrastructure to stabilise operations, strengthen cyber security, modernise hosting and integration, and reduce risk ahead of replacing mission-critical systems. These improvements have delivered tangible benefits to frontline policing, including improved system reliability, enhanced mobility and access to information, and strengthened security. These outcomes—including forensics and exhibits, mobile policing, cloud hosting, cyber security uplift and integration capability—were deliberately prioritised as essential dependencies for the safe replacement of complex systems such as CAD and the core policing solution.

Many of the challenges identified in the report arose during a period of significant and well-documented reform across government and the information and communications technology (ICT) sector. This period was marked by a whole-of-government reassessment of technology delivery models, including growing recognition that large, monolithic commercial off-the-shelf platforms were often ill-suited to the complexity and risk profile of public sector operating environments. It also coincided with sustained growth in recurrent ICT costs associated with cloud adoption, expanding data volumes, and heightened cyber security and privacy obligations, as well as changes to public sector accounting and financial management frameworks that affected the timing and visibility of operating expenditure. These sector-wide developments influenced technology programs across many agencies and drove shifts towards phased delivery, modular architectures, strengthened assurance, and clearer articulation of whole-of-life costs and funding assumptions, which are reflected in the NSW Police Force's revised delivery approach.

The report identifies that full delivery of the program is now expected by 2031 and that additional capital and recurrent funding will be required. The NSW Police Force acknowledges these findings and notes that the revised delivery timeline and funding profile are directly linked to the broader sector-wide changes outlined above. The revised delivery timeline and funding profile reflect a deliberate and strategic re-baselining undertaken following the program reset, informed by more realistic assumptions, contemporary assurance standards, inflationary impacts and a revised multi-vendor commercial approach.

These matters are addressed in detail in the revised business case and supporting financial analysis, which has been validated through engagement with the Audit Office.

The NSW Police Force remains committed to disciplined program governance, transparent financial management, and the successful delivery of secure, modern technology that supports frontline policing and public safety.

Locked Bag 5102 Parramatta NSW 2124 [W www.police.nsw.gov.au](http://www.police.nsw.gov.au) TTY 02 9211 3776 for the hearing and speech impaired ABN 43 408 613 180

TRIPLE ZERO (000)

Emergency only

POLICE ASSISTANCE LINE (131 444)

For non emergencies

CRIME STOPPERS (1800 333 000)

Report crime anonymously

Official

Official

The NSW Police Force accepts the Audit Office's recommendations and supports their intent. A detailed response to the findings and recommendations is provided below.

I would like to thank the Audit Office for its engagement with NSW Police Force staff throughout the audit process.

Yours sincerely



M A Lanyon APM
Commissioner of Police
NSW Police Force

Locked Bag 5102 Parramatta NSW 2124 [W www.police.nsw.gov.au](http://www.police.nsw.gov.au) TTY 02 9211 3776 for the hearing and speech impaired ABN 43 408 613 180

TRIPLE ZERO (000)

Emergency only

POLICE ASSISTANCE LINE (131 444)

For non emergencies

CRIME STOPPERS (1800 333 000)

Report crime anonymously

Official

Response to the Recommendations

Recommendations	Response	Commentary
<p>1. Demonstrate effective program governance arrangements that:</p> <ul style="list-style-type: none"> a) support delivery of the police technology program in line with planned milestones b) maintain robust budget controls to align spending with approved funding and scope, and to ensure early identification and management of variances c) achieve intended outcomes by driving clear accountability, effective oversight of delivery risks and assessment of value for money d) ensure effective management of technology-enabled transformation and organisational change e) ensure the required capability is maintained 	Accepted	The NSW Police Force will continue to demonstrate effective governance arrangements to support the delivery of the police technology program including a maintaining budget controls, delivery risks and organisational change.
<p>2. Apply lessons learned from the early procurement and program management experience to the program, particularly in relation to procurement capability, supplier selection and early intervention where delivery risks emerge.</p>	Accepted	The NSW Police Force will continue to leverage off lessons learned through this project and other key deliverables.

Response to the Key Findings

Key Findings	NSW Police Force Response
Program delays mean that operational, financial and technology risks identified in the	The NSW Police Force acknowledges that prolonged reliance on legacy systems has continued to present operational and technology risks. However, the 2018 Strategic Business Case was intentionally high-level and

<p>2018 strategic business case remain unaddressed.</p>	<p>did not define delivery sequencing. The subsequent 2019 Full Business Case articulated a broader scope, including critical enabling capabilities.</p> <p>Since funding approval in 2021, the NSW Police Force has delivered essential infrastructure, security uplift and operational capabilities consistent with approved scope. In 2024, the program was re-baselined as the Police Technology Program (PTP) using a phased, capability-based delivery model, materially changing how risk reduction and progress are managed.</p>
<p>Despite a thorough procurement process, the NSW Police Force selected a supplier identified as high risk and developed mitigation strategies to reduce contract risk.</p>	<p>The NSW Police Force accepts that the selected supplier ultimately failed to deliver key capabilities. The procurement process itself was compliant, competitive and supported by probity advice, Gateway reviews and scenario testing. Identified delivery and capability risks were documented, accepted with executive oversight, and actively managed through contractual controls and staged exit points. Supplier non-performance triggered contract termination in 2022, consistent with prudent contract management to limit further exposure.</p> <p>The NSW Police Force has since reformed its procurement approach, moving to a multi-vendor delivery model with stricter capability and experience thresholds.</p>
<p>The NSW Police Force has delivered several systems and upgraded essential ICT infrastructure.</p>	<p>The NSW Police Force agrees with this finding. Since funding approval, the NSW Police Force has delivered or partially delivered multiple systems and foundational enabling streams, including forensics and exhibits, mobile policing solutions, cloud hosting, cyber security and system integration.</p> <p>These outcomes were deliberately prioritised to stabilise the operating environment, deliver frontline benefit and reduce delivery risk ahead of replacing mission-critical systems such as CAD and the core policing solution.</p>
<p>The NSW Police Force reset program governance and delivery arrangements in 2024, addressing weaknesses experienced earlier in the program, however key person reliance remains a risk.</p>	<p>The NSW Police Force agrees that governance and delivery arrangements were significantly strengthened through the 2024 program reset. Improvements commenced in early 2024 and included single sponsorship, standardised reporting, strengthened financial oversight, independent assurance and a revised delivery model. Independent health checks in 2024 and 2025 assessed delivery confidence for the current phase and next-phase readiness positively.</p> <p>The NSW Police Force acknowledges that key person reliance remains a risk and is actively managing this through workforce planning, capability uplift and assurance mechanisms.</p>

<p>Full delivery is not expected until 2031, 4 years after the originally identified end date.</p>	<p>The NSW Police Force acknowledges the revised delivery timeframe. The 2031 date reflects a deliberate re-baselining following the 2024 program reset, informed by lessons learned, changed delivery strategy and contemporary assurance expectations. It represents a new phased delivery baseline rather than delay against an unchanged plan.</p> <p>Continued operation of legacy systems has been a deliberate risk-management decision to ensure service continuity while replacement capabilities are progressively delivered.</p>
<p>The NSW Police Force has estimated it will require additional capital and recurrent funding to complete the program due to rising costs, a change in strategy and earlier incorrect assumptions.</p>	<p>The NSW Police Force agrees that additional capital and recurrent funding is required to complete delivery. The revised funding profile is supported by the 2025 business case addendum and reflects corrected assumptions from the 2019–20 business case, inclusion of BAU and legacy costs, inflationary impacts and higher costs associated with a multi-vendor delivery strategy.</p> <p>Financial information has been reconciled and validated through SAP, program governance reporting and engagement with the Audit Office.</p>