

Appendix 3 – Gateway reviews and health checks

Major information and communications technology (ICT) projects in NSW Government agencies are governed by the NSW ICT Digital Assurance Framework, administered by the NSW Department of Customer Service (DCS). Until 2020, gateway reviews were conducted by the NSW Department of Finance, Services and Innovation (DFSI). Gateway reviews occur at different points through the planning and procurement of major ICT projects and provide an independent assessment of activities.

Between 2019 and 2025, there were 7 independent reviews of the program plus one health check conducted by the NSW Police Force internal audit team. Table 2 summarises the reviews and shows that delivery confidence was mostly rated as medium up to early 2021, fell to low in 2022 and 2023, then returned to medium in 2024 and 2025.

Table 2: Integrated Police Operating System (IPOS) and Police Technology Program (PTP) gateway reviews and health check reviews

Date	Report	Author	Delivery confidence
May 2019	Gate 1 review: Strategic business case	DFSI	Medium
July 2019	Combined Gate 3A and Gate 4A review: Procurement, tendering approach and evaluation	DFSI	Low
December 2020	Gate 2 review: Business case	DCS	Medium
February 2021	Gate 4 review: Final tender evaluation	DCS	Medium
February 2022	Major program platform review: IPOS health check	NSW Police Force Internal Audit	Low
September 2023	IPOS health check 2 review	DCS	Low
September 2024	IPOS health check 2 review	DCS	Medium
November 2025	PTP health check review	DCS	Medium

Source: Audit Office of New South Wales review of NSW Police Force documents.

May 2019: Gate 1 review – Strategic alignment

This review assessed the 3 options for replacing core systems and considered that the strategic business case understated the risk of maintaining the existing platforms. The review highlighted that a major failure of the existing ICT systems could severely affect frontline policing operations. The review concluded that options 1 and 3 were both unpalatable and that IPOS was the only viable option. The DFSI rated delivery confidence as medium.

July 2019: Gate 3A & Gate 4A review – Procurement, tendering approach and evaluation

This review was less favourable than the Gate 1 assessment, giving a low rating for delivery confidence. It found that the program plan lacked sufficient resources and set overly ambitious timeframes. Additionally, the broader NSW Police Force had not yet committed adequate resources or shown clear prioritisation of this essential business transformation initiative.

The DFSI raised concerns that the NSW Police Force planned to select the preferred provider before gaining agreement to core commercial terms and recommended adding exit points to the contracts in case of supplier non-performance.

The review found that the program lacked effective decision making and governance. It highlighted issues such as inadequate communication regarding changes to the request for proposal timetable, delays in hiring experienced program staff, and shortcomings in reporting risks and issues to the steering committee and other key stakeholders.

December 2020: Gate 2 review – IPOS final business case and addendum

The aim of the Gate 2 review was to assess whether the full business case was robust, contained plans to realise benefits, and complied with whole-of-government ICT policies and Treasury guidelines. The full business case could not be reviewed until the costs and benefits of contracting with suppliers were clear. The DCS assessed delivery confidence as medium, mainly due to several risks. These included the NSW Police Force adopting a new hybrid agile and waterfall delivery method as the systems integrator, difficulties faced by supplier B in travelling during the COVID-19 pandemic, and challenges in meeting the Australian Protective Security Policy Framework requirements when working with a foreign vendor.

This review expressed concern about the contract with supplier B, which set annual prices at a fixed rate until 2038, excluding any increases linked to the consumer price index (CPI) over the contract's lifetime. It advised that the IPOS program team should closely monitor the contract to ensure it did not discourage supplier B from acting as an innovative provider of modern software solutions. The review also suggested that the NSW Police Force should explore reward-sharing arrangements in future contracts with supplier B.

February 2021: Gate 4B review – Final tender evaluation

The aim of the review was to assess the solution and preferred option prior to committing funds, ensuring that the initiative would be delivered effectively and checking requirements against milestones.

The DCS rated delivery confidence as medium, concluding that the project could be successfully delivered if risks were addressed promptly. The review team emphasised the importance of implementing effective risk mitigation strategies when working with supplier B, a company that was relatively new and small but demonstrated growth and success. Additionally, the review team noted that the NSW Police Force was willing to take on more risk than previously.

December 2021: NSW Police Force internal audit health check

This review of the IPOS program focused on vision, leadership, risks and program management, and concluded that there were significant risks to longer-term program success. The report found that leadership of the IPOS program was driven by the Technology Command, and not led by the business, reducing the delivery focus on systems that directly supported operational policing. The review identified 4 areas that need urgent attention:

1. renewing and strengthening the basis for the business transformation
2. re-establishing strategic leadership of the program
3. aligning program governance with delivery focus
4. establishing independent program assurance.

The internal audit report noted that the chief information technology officer and the IPOS program director had both resigned, there were gaps in governance arrangements, and independent program assurance was lacking. The review team assessed the program as high risk.

September 2023: IPOS health check 2 review

The aim of the DCS health check 2 review was to assess whether the program was being managed effectively, and to identify risks and variations from the approach set out in the business case. The DCS rated delivery confidence as low, noting that the program was facing considerable uncertainty. This was largely due to a lack of essential elements, such as a detailed delivery plan, an overarching digital policing strategy, an updated business case and a robust operational execution model. The review recommended that the NSW Police Force appoint a single program sponsor, establish a delivery plan, and revise the business case and funding model for future needs.

September 2024: IPOS health check 2 review

This second health check review, conducted a year after the previous assessment, gave the program a medium rating for delivery confidence. The DCS found that leadership and governance structures had improved, and there had been some early positive outcomes in project delivery. Despite these advancements, the review highlighted ongoing challenges, including a lack of clarity around the program's scope, slow decision making, resourcing issues and difficulties managing complex interdependencies.

The review recommended further improvements in governance, risk management, organisational change management and financial oversight. The DCS also noted that there was no clear plan to replace the Computerised Operational Policing System (COPS) and advised the NSW Police Force to perform a comparative evaluation of low-code and police-specific commercial off-the-shelf solutions, using agreed criteria to reach a timely decision.

November 2025: PTP health check review

In November 2025, the DCS conducted a health check review of the PTP business case addendum. The review found that the program had made progress, with leadership, governance structures and delivery outcomes all showing improvement.

The review assessed the program against 5 key scope areas, rating both the current phase and readiness for the next phase as high. The review rated the delivery approach and risk management as medium, while the business case and stakeholder engagement received a low rating due to ongoing uncertainty over funding to complete the program. Overall, delivery confidence for the PTP was assessed as medium.