
Appendix one – Response from agency

25 May 2020



NSW Police Force

OFFICE OF THE COMMISSIONER

Margaret Crawford
Auditor-General
Audit Office of NSW
GPO Box 12 Sydney NSW

Dear Auditor-General,

Thank you for your letter of 29 April and the opportunity for the NSW Police Force to respond to your final report into the Funding Enhancements for Police Technology.

In 2015 the NSW Government announced a \$100 million Policing for Tomorrow fund over 4 years for the NSW Police Force to acquire technology intended to make police work safer and quicker. The announcement committed the NSW Police Force to several investment priorities, including body-worn video (BWV) cameras, smart phone devices (MobiPOL), mobile fingerprint scanners and hand-held drug testing devices.

The Pft fund has resulted in a capability uplift across the Organisation and has positively impacted service delivery by police to the community.

The final report assessed whether the fund was effectively managed to improve policing in NSW and the ongoing funding requirements to support the technology invested in.

The NSW Police Force has reviewed the report's recommendations and a response is attached.

I would like to extend my appreciation to your office and your staff for conducting the review, and to recognise the officers within the NSW Police force who aided in this process.

Yours sincerely,

M J Fuller APM
Commissioner of Police



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Findings

Recommendation 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

Response: Accepted. In 2019 NSWPF implemented a new ICT Governance Framework and ICT Strategy.

The 2019-2021 ICT Strategy outlines how NSW Police Force will develop new or enhanced technology-enabled capabilities across the NSW Police Force. This will be achieved by improving alignment with the overall organisational strategy and priorities, engaging more closely with individual Commands, building business knowledge and delivering more targeted solutions that underpin organisational outcomes.

Recommendation 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 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

Response: 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 Plans.

Recommendation 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.

Response: Accepted with the following 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.