

## Upgrades to core policing technology

### Objective

This audit assessed whether the NSW Police Force efficiently and effectively planned and sourced key components to upgrade core policing technology systems.

### Key findings

#### The NSW Police Force did not effectively plan and has not yet delivered the program

By December 2025, the NSW Police Force had spent over \$155 million delivering some essential technology upgrades and replacing only 1 of 5 core systems in full, with most functions still dependent on outdated platforms.

#### The contract was awarded to a supplier that posed a high delivery risk

The NSW Police Force conducted a structured and competitive procurement that complied with NSW Government requirements. However, despite warnings from advisers and gateway reviews, it proceeded with a supplier whose solution promised operational benefits even though it posed known capability and delivery risks.

#### Supplier non-performance caused delays and costs with no ongoing benefit

The selected supplier was unable to deliver key system components. The NSW Police Force terminated the contract in 2022 after significant delays and expenditure.

#### There was no effective oversight of timelines, budget controls or risks

Following contract termination, the NSW Police Force did not maintain effective governance, capability or appropriate financial controls. This slowed decision making and prolonged reliance on legacy systems.

#### The NSW Police Force reset the program in mid-2024, reducing program delivery risks

Since mid-2024, there have been significant improvements to governance and program management, and the NSW Police Force has developed an enterprise digital strategy. These have stabilised the program.

#### The NSW Police Force estimates it needs additional funding to deliver the program

The program delivery date is now June 2031, 4 years later than originally planned. The NSW Police Force estimates that it will need an additional \$78 million in capital funding and \$415 million in recurrent funding to deliver the program.

### Recommendations

The NSW Police Force should demonstrate effective program governance throughout the remaining life of the program and incorporate lessons learnt to manage risks to ensure program success.

## Fast facts

# \$155m

amount of program capital budget allocated in 2021 spent by December 2025 (47%)

# 4 years

delay between original program completion date (2027) and forecast completion date (2031)

# \$493m

NSW Police Force estimate of additional funding required to complete the program by 2031