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NSW Police Force

Governance Framework

Governance Command

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4.4	Jan 2023	Risk & Compliance Governance Cmd	Review, update and link relevant policy/legislation and guidelines
4.5	December 2023	Risk & Compliance Governance Cmd	Compliance with the Document Standards, change of DLM, update org chart, removal of references to specific ministerial portfolios, update DCS to 2023 version, update committee references, remove superseded and outdated material

Table of Contents

1.	Introduction	5
2.	Definition of governance	5
2.1.	The principles	5
2.2.	The elements	6
3.	Leadership, organisational structure and culture	6
3.1.	Leadership and organisational structure	6
3.2.	Governance committees	8
3.3.	Positive and ethical culture	8
3.4.	Safety culture	8
4.	Effective collaboration	9
4.1.	Relationship with partner agencies	9
4.2.	Community engagement	10
4.3.	Community contact and feedback	10
4.4.	Stakeholder communication	11
5.	Accountability mechanisms	11
5.1.	Legislation	11
5.2.	Delegations	12
5.3.	Financial accountability	12
5.4.	External oversight	13
5.5.	Internal and external audit	13
5.6.	Corporate reporting	13
5.7.	Information management	14
6.	Risk management	16
6.1.	Risk Management Framework	16
7.	Internal controls, systems and processes	17
7.1.	Internal controls	17
7.2.	Policy statements and guidelines	17

7.3.	Compliance management	17
7.4.	Contracts management	18
7.5.	Project management	18
7.6.	Workforce diversity	18
7.7.	Fraud and corruption control	19
7.8.	Misconduct prevention	19
7.9.	Complaints management	19
7.10.	Public interest disclosures	20
7.11.	Customer service	20
8.	Results management	20
8.1.	Results Management Framework	20
8.2.	Australia New Zealand Policing Advisory Agency: Policing Priorities and Principles	20
8.3.	NSWPF - Our Focus Our Future	21
8.4.	NSW Budget programs	21
8.5.	Strategies, plans, policies and procedures	21
8.6.	Command / Unit business plan	22
8.7.	Individual	22
9.	Review and evaluation of governance arrangements	22
10.	References	24

1. Introduction

The Framework consists of eight principles and 17 key governance components based on the elements of best practice in good governance contained in the Audit Office of NSW [Governance Lighthouse](#). These elements provide the governance framework for NSW public sector agencies and identify the mechanisms in place in the NSW Police Force.

The purpose of the NSW Police Force Governance Framework is to help the NSWPF ethically, honestly and efficiently achieve our objectives of working with the community to reduce violence, crime and fear and realise our vision of 'A safer NSW'.

2. Definition of governance

Public sector governance covers "...the set of responsibilities and practices, policies and procedures, exercised by an agency's executive, to provide strategic direction, ensure objectives are achieved, manage risks and use resources responsibly and with accountability." ([Australian National Audit Office](#))

Good governance sets a clear direction, a way to get there and tracks progress and provides independent assurance that management is achieving this direction in an ethical and legal way. Risks and opportunities are recognised and addressed. The rights of stakeholders including the public are respected with open and transparent information on organisational activities and performance. And importantly, the organisation and its leaders embrace a governance culture that focuses on achievement, accountability and ethical behaviour.

Effective governance arrangements contribute to high performance and promote community confidence as well as the ability to respond effectively to changing circumstances.

See: the [NSWPF Governance Policy Statement](#).

2.1. The principles

The framework is underpinned by [six foundation principles of public sector governance](#)¹:

- **Accountability** – being answerable for decisions and having appropriate mechanisms in place to ensure the NSWPF adheres to all applicable standards
- **Transparency and openness** – having clear roles and responsibilities, and clear procedures for making decisions and exercising power
- **Integrity** – acting impartially, ethically and in the interests of the community

1 Australian Public Service Commission (2007) *Building Better Governance*, Commonwealth of Australia, Canberra, p.2

- **Stewardship** – using every opportunity to enhance the value of the public assets that have been entrusted to our care
- **Efficiency** – ensuring the best use of resources to further the aims of the NSWPF
- **Leadership** – achieving our commitment to good governance through leadership.

2.2. The elements

The framework consists of five pillars underpinned by leadership, structure and culture that support our vision of a safer NSW under [NSWPF - Our Focus Our Future](#):

1. **Effective collaboration** – working effectively with the community and stakeholders to achieve common objectives
2. **Accountability mechanisms** – clear and transparent accountabilities through legislation, reporting and oversight
3. **Risk management** – embedding risk management into our decision making, processes, policies, plans and daily activities
4. **Internal controls, systems and processes** – the design and implementation of processes that contribute to the reliability of financial reporting; the effectiveness and efficiency of operations; and compliance
5. **Results management** – managing results through effective planning, performance monitoring and evaluation.

Each element of the framework contributes to, and supports, the other elements in the framework.

3. Leadership, organisational structure and culture

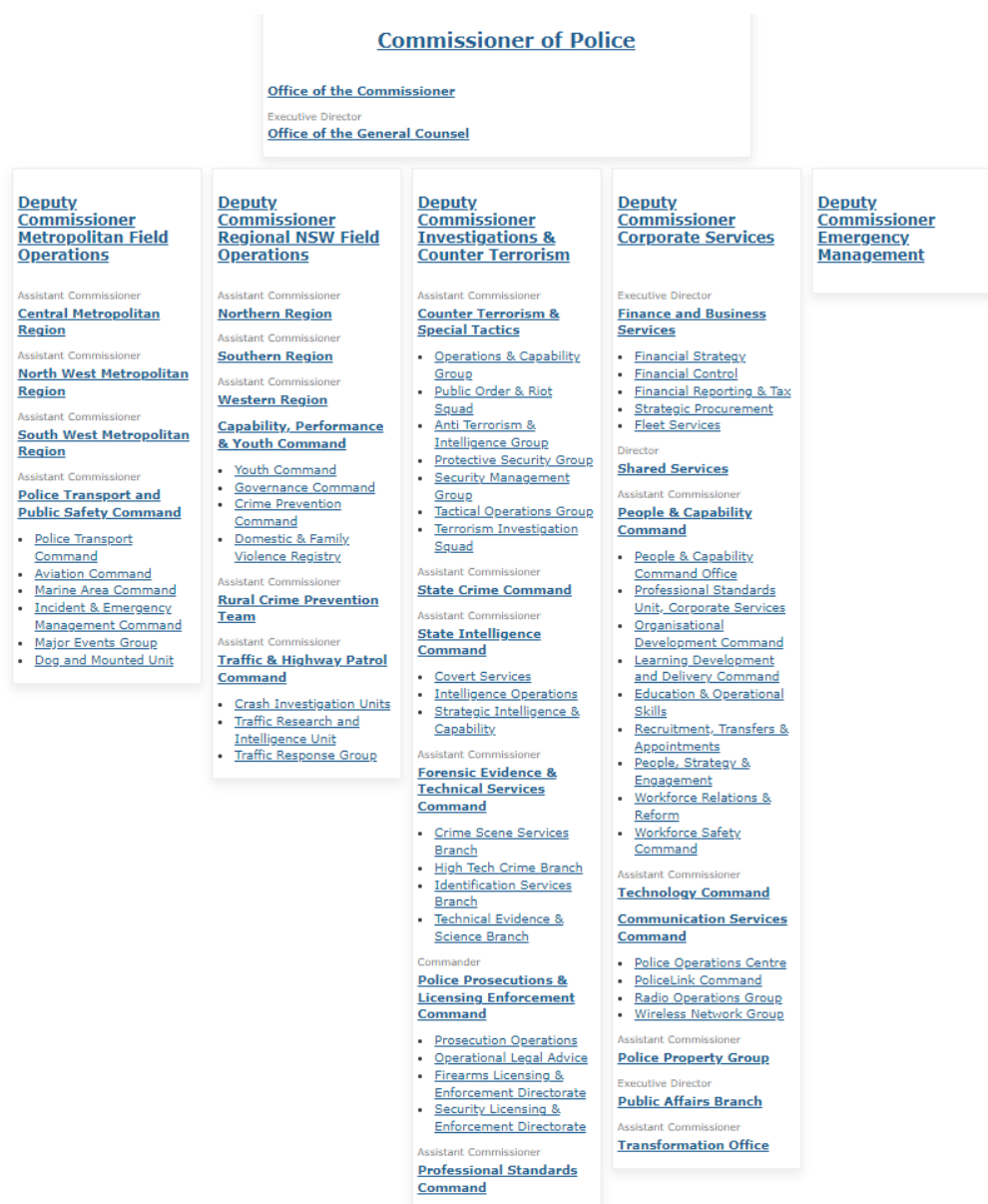
3.1. Leadership and organisational structure

Strong leadership is essential in order to achieve outcomes and maintain a high standard of conduct that is consistent with government and public expectations. Effective leaders set the right 'tone at the top', establish and promote clear objectives and focus on achieving high performance with accountability.

The NSWPF organisational structure contributes to good governance by providing clear and unambiguous lines of reporting, responsibility and accountability. By virtue of the [Police Act 1990](#) and [Police Regulation 2015](#), the Commissioner of Police has primary responsibility for day to day governance of the NSWPF and is accountable to the minister responsible for the NSWPF, for the overall direction and performance of the organisation.

The Commissioner of Police is assisted with various governance responsibilities by the NSWPF senior executive, the structure of which is determined by the minister responsible for the NSWPF.

The NSWPF operates a [Corporate Sponsor Program](#), which allocates responsibility to senior members of the NSWPF to represent the Commissioner of Police on matters concerning a particular community, crime or policing portfolio (e.g. youth, domestic & family violence, mental health, etc.). Corporate sponsors are responsible for leading NSWPF policy, strategy and practice in their portfolio. They are also responsible for providing clear and consistent advice on their portfolio area; participating in interagency activities; speaking publicly on behalf of the Commissioner of Police on matters concerning their portfolio; and overseeing internal NSWPF activities and priorities relevant to the allocated portfolio.



Organisational Chart – ongoing change may not be reflected. See [HERE](#)

3.2. Governance committees

A series of high-level standing committees operate within the NSWPF to ensure good governance.

These include the:

- [Commissioner's Executive Team \(CET\)](#);
- [Audit and Risk Committee \(ARC\)](#);
- [Finance and Performance Committee](#); and
- [WHS Partnership Committee](#)

Each governance committee has a charter or terms of reference describing its role and responsibilities, composition, structure and membership, which are published on the intranet.

3.3. Positive and ethical culture

The NSWPF senior executive promote a positive and ethical culture through modelling ethical conduct and behaviours and communicating consistent messages that encourage good governance practices.

As a law enforcement agency, the NSWPF is committed to embedding a workplace culture which is professional, ethical, lawful, and customer service focused. Guidance to NSWPF staff concerning appropriate behaviour is provided through the [Statement of Values, s.7 of the Police Act 1990](#), which establishes our shared ideals; and the [Code of Conduct & Ethics](#), which outlines the conduct that empowers us to be true to those ideals.

3.4. Safety culture

The NSWPF recognises that safety culture is integral to a productive workforce. Work Health Safety (WHS) is central to all aspects of NSWPF business, and this means a focus on injury prevention, early intervention and risk management-based decision making. NSWPF operates a [Health and Safety Strategy 2021-2026](#) with the purpose that all members of the NSW Police Force return home healthy and safe at the end of each day.

The NSWPF [Safety Management System \(SMS\)](#) communicates WHS legislative requirements and best practice. The SMS consists of five elements: leadership & commitment; safe people; safe workplaces; safe operations; and review & improvement.

The NSWPF maintains a [WHS Partnership Committee](#) chaired by the Commander People and Capability Command, to facilitate collaboration on WHS issues, provide strategic advice

to CET, deal with matters escalated from other WHS committees, oversee NSWPF WHS management including the Safety Management System.

4. Effective collaboration

4.1. Relationship with partner agencies

The NSWPF maintains effective relationships with partner agencies through various arrangements and protocols including memoranda of understanding.

The Commissioner of Police and the senior executive of the NSWPF participate in a range of national boards, committees and forums responsible for progressing whole of government action for a variety of policing and justice issues across Australia and New Zealand, including:

- [Australian Criminal Intelligence Commission \(ACIC\) Board](#)
- [Australian New Zealand Policing Advisory Agency \(ANZPAA\)](#)
- [Australia New Zealand Council of Police Professionalisation \(ANZCoPP\)](#)
- [ANZPAA Police Conference \(Annual\)](#)
- [Australian Institute of Police Management](#)
- [Inter-Governmental Committee of the Australian Crime Commission \(IGC-ACC\)](#)
- [Australia New Zealand Counter Terrorism Committee \(ANZCTC\).](#)
- National Justice and Policing Senior Officials Group

The Commissioner of Police and the senior executive also participate in a range of NSW-based forums addressing policing related issues, including:

- [Police Multicultural Advisory Council \(PMAC\)](#)
- [Police Aboriginal Strategic Advisory Committee \(PASAC\)](#)
- [NSW Crime Commission Management Committee](#)
- [State Rescue Board](#)
- [State Emergency Management Committee](#)

From the executive to the local level, senior officers of the NSWPF maintain effective relationships with partner agencies through various consultation mechanisms, committees, working groups, protocols and memoranda of understanding.

The Commissioner of Police, the senior executive and other senior commanders / managers also maintain effective working relationships with the [Police Association of New South Wales](#) (PANSW) and the [Public Service Association](#) (PSA).

4.2. Community engagement

Community engagement is an ongoing process through which the NSWPF involves individuals or groups in identifying problems and in shaping and implementing solutions. Enabling community involvement in addressing identified problems and police initiatives enhances trust and the legitimacy of the police.

The NSWPF [Community Engagement Framework](#) provides guidance in the development of community engagement activities and outlines a tiered process of communication, consultation, participation and sustained engagement.

Community engagement committees and other forums also exist to ensure ongoing exchange of information of key community policing issues.

4.3. Community contact and feedback

The community is offered a range of options for communicating with the NSWPF. These include:

- [Triple Zero \(000\) for emergencies](#)
- [Police Assistance Line \(PAL\)](#)
- [Crime Stoppers](#)
- [Secure NSW](#)
- [NSW Police Force Community Portal](#)
- [InfoLink](#)
- [Customer Assistance Unit](#)
- [ReportCyber](#) (formerly ACORN)
- [Sexual Assault Reporting Option \(SARO\)](#)
- [Emergency+ App](#)
- [GoodSAM App](#)
- Social networking (e.g. [Facebook](#) including EyeWatch, [YouTube](#), [X \(formerly Twitter\)](#), [Instagram](#), [LinkedIn](#), [Weibo](#))
- [Local police stations](#)

A wide range of useful information is also published on the [NSWPF corporate website](#).

The NSWPF participates in the [National Survey of Community Satisfaction with Policing](#) (NSCSP) with other Australian police agencies to monitor the levels of satisfaction with services provided by police; monitor the degree of community perception of safety in a range of situations; establish and monitor perceptions of police ethics and integrity; and monitor shifts in reported driving behaviours. Information provided by the survey is used for performance reporting at state and national levels.

4.4. Stakeholder communication

The [NSWPF - Our Focus Our Future](#) includes building sustained community engagement as a key corporate priority in the plan.

The identification of stakeholders, consideration of their expectations and development of communication strategies are part of the planning process and documented in each Corporate Sponsor / Head of Discipline strategic plan.

The [Public Affairs Branch Business Plan](#) also contains a range of strategies and initiatives to ensure ongoing communication with the community.

Continuous disclosure contributes to sound governance and transparent accountability and promotes community trust and confidence in policing. The NSWPF publishes information through a variety of mechanisms including the NSWPF internet site, media releases, brochures, fact sheets, social media posts, and the annual report. The [Media Policy](#) outlines the commitment to ensuring that information of significant interest to the government and the community of New South Wales is disclosed in a timely and accessible manner.

5. Accountability mechanisms

5.1. Legislation

The NSWPF operates under the [Police Act 1990](#) and [Police Regulation 2015](#), which detail the composition; mission; functions; administrative arrangements and other requirements for the effective operation of the NSWPF.

Our operations are also guided by a number of other acts and regulations, including the [Government Sector Employment Act 2013](#); [Government Sector Audit Act 1983](#); [Government Sector Finance Act 2018](#); [Crimes Act 1900](#); [Crimes \(Criminal Organisations Control\) Act 2012](#); [Crimes \(High Risk Offenders\) Act 2006](#); [Crimes \(Domestic and Personal Violence\) Act 2007](#); [Confiscation of Proceeds of Crime Act 1989](#); [Drug Misuse and Trafficking Act 1985](#); [Law Enforcement \(Powers and Responsibilities\) Act 2002](#); etc.

5.2. Delegations

An instrument of delegation allows the Commissioner of Police or the minister responsible for the NSWPF to delegate specific responsibilities and functions to nominated positions within the NSWPF, ensuring appropriate and timely managerial decisions can be made with good management processes.

Under the provisions of [section 31 of the Police Act 1990](#), the Commissioner of Police may delegate to another member of the NSWPF most of the functions conferred or imposed on them by the [Police Act 1990](#) or any other piece of legislation.

Responsibility for the preparation and maintenance of the [instruments of delegation](#) is shared between five commands within the NSWPF including People & Capability Command; Finance & Business Services; Police Prosecutions and Licensing Enforcement Command; Professional Standards Command; and the Office of the General Counsel.

Delegations are published on the NSWPF intranet and available to all NSWPF employees in accordance with the [Instrument of Delegation Standard Operating Procedures](#).

5.3. Financial accountability

Financial and Budget Management

The [Budget Management and Reporting Business Rules](#) outline processes designed to ensure that budget expenditures are properly controlled and that there are clear lines of responsibilities. The business rules provide guidance to all commanders and managers in managing their budgets and financial resources and outlines clear and consistent practice across the NSWPF.

In addition, individual budget allocation letters are provided to each deputy commissioner every year, outlining their allocation and setting out expectations of how budgets are to be managed and reported upon, as well as being a reminder of the key business rules, policies and procedures concerning financial management as published on the NSWPF intranet.

The [Finance and Performance Committee](#) is responsible for monitoring and reviewing the NSWPF financial operations, including annual budget setting, forward estimates and the capital expenditure program. The committee is comprised of the Commissioner of Police, the Deputy Commissioner Corporate Services (Chair), one other deputy commissioner on a rotational basis and the Chief Financial Officer. It meets monthly to consider the NSWPF financial performance and emerging risks in both the recurrent and capital budgets.

5.4. External oversight

The NSWPF is oversighted by a range of external organisations. These include the [Law Enforcement Conduct Commission \(LECC\)](#); the [Audit Office of NSW](#); [SafeWork NSW](#); and [NSW Treasury](#). The NSWPF maintains effective working relationships with each of these external oversight organisations.

NSWPF activities are also overseen by NSW Parliamentary Committees such as the Budget Estimates Committee and the Expenditure Review Committee.

5.5. Internal and external audit

An internal audit function exists within the NSWPF to analyse and independently appraise the adequacy and effectiveness of our risk management and internal control systems. An [annual strategic internal audit plan](#) is maintained on a rolling basis, and focuses on significant risks to the NSWPF. The audit of core operational policing is not undertaken through the internal audit plan.

The Audit Office of NSW performs the external audit function for the NSWPF in accordance with the [Government Sector Audit Act 1983](#). The Audit Office conducts an annual audit of the financial statements and provides assurance in the form of an independent auditor's opinion. Performance audits are also conducted from time to time on topics that examine the efficiency, effectiveness and economy of particular government activity.

Recently completed performance audit reports relevant to the NSWPF include [Funding Enhancements for the NSWPF](#) into the NSWPF investment in technology; and [Their Futures Matter](#) into the cross-agency collaboration, internal controls and governance around the delivery of the strategies for vulnerable children.

5.6. Corporate reporting

The NSWPF demonstrates its commitment to accountability, transparency and good governance through rigorous systems of internal and external reporting. The NSWPF provides data to a range of agencies (e.g. [NSW Bureau of Crime Statistics and Research](#), [Australian Bureau of Statistics](#), [Australian Institute of Criminology](#) etc.), which publish crime and other performance reports.

The NSWPF also provides information each year to the [Commonwealth Productivity Commission for the Report on Government Services](#).

NSW Police Force Annual Report

The annual report is a key mechanism to ensure accountability and balanced disclosure to Parliament, the government, and the wider community. The [NSWPF Annual Report](#) outlines how the NSWPF has performed during the year and contains both financial and non-financial information on our operational activities.

The report, tabled in parliament within one month of receipt by the minister responsible for the NSWPF, is published on the NSWPF intranet, NSWPF corporate website and [OpenGov NSW](#) website.

5.7. Information management

Information Security

The [Information Security Management System Policy Statement](#) outlines our commitment to maintain an effective and auditable Information Security Management System and ensure integrity and protection against unauthorised alteration or destruction.

The Commissioner of Police signs an annual attestation statement that the NSWPF has met the core requirements of the [Cyber Security Principles Handbook](#) and has maintained certified compliance with [AS ISO/IEC 27001:2022 Information Security, cybersecurity and privacy protection – Information security management systems – Requirements](#). The attestation is published each year in the NSWPF Annual Report.

Records management

The NSWPF complies with the regulations and requirements of the [State Records Act 1998](#) and maintains various records management policies and procedures. The [Records and Information Management Policy Statement](#) describes the principles that all staff must comply with to ensure that the NSWPF effectively fulfils its obligations and statutory requirements.

The NSWPF adopts, as a code of best practice, the [AS ISO 15489.1:2017 Information and documentation - Records management, Part 1: Concepts and principles](#).

Government Information Public Access

The [Government Information \(Public Access\) Act 2009](#) enables government information to be more accessible to the public by requiring government agencies to:

- make certain information freely available
- release as much other information as possible

- give the public an enforceable right to make access applications for government information and
- restrict access to information only when there is an overriding public interest against disclosure.

The [InfoLink](#) Command is currently responsible for the administration and determination of applications made to the NSWPF under the [GIPA Act](#).

Privacy and personal information

The [Privacy and Personal Information Protection Act 1998](#) and the [Health Records and Information Privacy Act 2002](#) provide members of the community with legally enforceable rights and safeguards about how government agencies, including the NSWPF, must deal with their personal and health information. These acts also provide police with a number of exemptions when exchanging personal information with other agencies or third parties for law enforcement or community protection purposes. The NSWPF audits access to records held on the Computerised Operational Policing System (COPS).

To guide NSWPF employees in the management of personal and health information of individuals, the [Privacy Code of Practice](#); [NSWPF Privacy Management Plan](#); and [Employee Health Records – Management and Storage Guidelines](#) are available on the NSWPF intranet. These documents assist us in managing our responsibilities under the legislation. There is also a chapter on ‘privacy’ in the Police Handbook for reference.

Mandatory Notification of Data Breach Scheme

The Mandatory Notification of Data Breach Scheme (MNDB Scheme) commenced in NSW on 28 November 2023. The NSWPF has obligations under the MNDB Scheme requiring employees to report privacy and data breaches and for the NSWPF to notify the Privacy Commissioner and the affected individual/s in the event of an eligible data breach. The [NSWPF Data Breach Response Plan](#) is the NSWPF operational plan that guides the NSWPF response to managing privacy and data breaches by facilitating a co-ordinated, efficient and effective response.

NSWPF has also introduced a NSWPF Privacy Manager (#PRIVACY) to manage the scheme and published a publicly available [NSWPF Data Breach Policy](#) that informs members of the community of NSWPF obligations under the MNDB Scheme.

6. Risk management

6.1. Risk Management Framework

The NSWPF manages its organisational risks through the various elements of the [NSWPF Enterprise Risk Management \(ERM\) Framework](#). The ERM Framework articulates the roles, responsibilities, processes and procedures, tools and documentation operating within the organisation to enhance our capability to achieve corporate, command and individual objectives.

Underpinning the ERM Framework are the NSWPF [Enterprise Risk Management Policy Statement](#); [NSWPF Enterprise Risk Management Procedure](#); [Risk Assessment Matrix](#); [strategic](#) and [command business plans](#); [risk management resources](#) and other risk management tools (e.g. [CMF](#), [COMPASS](#), [business continuity planning](#); [risk assessment forms](#) and other related documents).

The NSWPF also maintains a corporate risk register within the [Corporate Risk Assessment Management System \(CRAMS\)](#) which details corporate organisational risks, their related impacts and treatment options.

Policies are established to identify and analyse the risks faced by the NSWPF, to set risk limits and controls, and to monitor risks. Compliance with policies is reviewed by the [NSWPF Audit and Risk Committee \(ARC\)](#) on a continuous basis.

Risk management is also integrated with business planning and performance reporting within NSWPF through the [Results Management Framework](#).

Risk management processes within the NSWPF are modelled on the Australian Standard for Risk Management [AS ISO 31000:2018 – Risk management – Guidelines](#).

The [Corporate Risk Management Committee](#) oversee the risk management process within the NSWPF, regularly review the NSWPF risk profile and provide advice to the Chief Risk Officer on the effectiveness of risk mitigation measures. The Commissioner of Police is ultimately responsible and accountable for risk management in the agency and signs an annual attestation statement that the NSWPF complies with the core requirements set out in [NSW Treasury Internal Audit and Risk Management Policy for the General Government Sector \(TPP20-08\)](#).

7. Internal controls, systems and processes

7.1. Internal controls

The internal controls operating within the NSWPF are designed to provide reasonable assurance that our structures; work and authority flows; and people and information management systems are effectively managing risks and achieving their intended objectives.

Our internal controls exist to provide assurance that our operations are effective and efficient; that we comply with applicable laws and regulations; and that our financial reporting is reliable.

7.2. Policy statements and guidelines

The NSWPF is committed to better practice in the development, implementation and evaluation of corporate policy documents to support effective management, governance, compliance and enhance understanding across the NSWPF. [Systematic processes for developing and managing corporate policy documents](#) operate within the NSWPF. The [NSWPF Corporate Policy Documents – Policy Statement](#) and [Procedures for Corporate Policy Documents](#) outline the requirements.

NSWPF corporate policy documents, including the [Police Handbook](#), are published on the NSWPF intranet. Corporate policy documents suitable for public release are published on the NSWPF corporate website. They are integrated into the day-to-day activities of all personnel. Corporate policy documents are reviewed and updated on an ongoing basis.

7.3. Compliance management

The NSWPF promotes a comprehensive approach to compliance management by integrating our legislative and regulatory obligations with our risk, audit and other governance arrangements. The [NSWPF Compliance Policy Statement](#) outlines the commitment to develop and foster a compliance culture, which reinforces proactive and accountable management obligations; and ownership of obligations and risks with clearly defined roles and responsibilities.

Monitoring of compliance activity in every command or business unit in the NSWPF is achieved in part through the [Command Management Framework \(CMF\) System](#), where compliance activity is recorded. All information regarding compliance activities and their assessments are available centrally giving assurance to the executive that compliance is being continually monitored.

Quality Assurance Managers in Regions and equivalent offices, as well as the Risk and Compliance Team within the Governance Command, audit and review compliance activity in commands.

Legislative and regulatory compliance obligations are identified in the [NSWPF Compliance Register](#) where compliance requirements are listed along with their controls and corporate owners. The currency and completeness of the compliance obligations and controls within the NSWPF Compliance Register is ensured through the annual review of the register by the corporate owners.

7.4. Contracts management

The NSWPF is committed to ensuring sound governance through appropriate reporting and oversight practices for contract management.

The NSWPF Strategic Procurement and Fleet Management Services [Contract Management Plan Guide](#) provides guidance to employees in regards to confirming contract requirements; developing a contract management plan, including risk and performance management; implementing contract strategies and contractual arrangements; managing probity in procurement; managing the business relationship and contractual issues; finalising contracts; and implementing a contract review strategy.

7.5. Project management

The NSWPF maintains a central corporate project register, which contains details of projects that impact upon the objectives of the NSWPF. The NSWPF Corporate Project Register (CoPR) is accessed via [BluePortal Projects](#).

CoPR was developed by the BluePortal Team within Technology Command in consultation with Governance Command, CPYC and provides the executive and project sponsors with visibility of current projects and access to project status reports.

The Information, Communication and Technology (ICT) Project Management Framework is used on all ICT related projects and is based on the UK Cabinet Office methodology PRINCE2.

7.6. Workforce diversity

The NSWPF is committed to a respectful, equitable and diverse workforce reflective of our community and is listed as a priority in the [NSWPF - Our Focus Our Future](#).

The NSWPF [Inclusion and Diversity Strategy](#) outlines the NSWPF intention to promote and capitalise on workforce diversity and creating and maintaining a culture of inclusion.

Data in relation to the percentage and distribution of equal employment opportunity (EEO) target groups, including women is published in our [annual report](#).

7.7. Fraud and corruption control

The NSWPF has a [Fraud Control Plan](#) to provide the organisation with appropriate and effective internal controls. Commands seek to ensure that the risk of fraud is assessed; employees are educated about fraud prevention; and mechanisms exist to detect and report fraudulent activities.

The [Fraud Control Policy Statement](#) outlines our commitment to the identification and management of corrupt practices including internal fraud. The NSWPF promotes an organisational culture of zero tolerance to internal fraud and expects all employees to be vigilant in identifying and reporting suspected fraudulent acts.

7.8. Misconduct prevention

The NSWPF ensures the prevention of misconduct and resistance to corruption through the development and implementation of misconduct prevention planning in command business plans. Misconduct prevention planning within the NSWPF is an ongoing command level risk management exercise designed to identify, assess and treat misconduct and corruptions risks.

The [Misconduct Prevention Planning Guidelines](#) provide further information and guidance concerning misconduct prevention and corruption resistance. The [Use of Resources](#) guidelines provide further information on the ethical and efficient use of police resources.

7.9. Complaints management

The NSWPF has rigorous protocols for detecting, recording and dealing with complaints against sworn and unsworn employees, and reporting inappropriate or corrupt behaviour by police and other public officers. These procedures ensure fairness, transparency, independence, and appropriate record keeping with respect to complaints management.

Complaint management protocols and procedures are well understood and applied throughout the NSWPF and documented in the [Misconduct Management Framework](#) on the PSC Intranet site. NSWPF complaints management protocols and procedures are oversighted by the [Law Enforcement Conduct Commission \(LECC\)](#).

The NSWPF also maintains a [Respectful Workplace Behaviour Policy Statement](#) and [Guidelines](#) and [Workplace Grievance and Conflict Resolution Procedures](#).

7.10. Public interest disclosures

The [Public Interest Disclosures Act 2022](#) (PID) sets in place a system to encourage public officials, which includes NSWPF employees, to report serious wrongdoing in ways that minimise the risk of reprisal. PIDs can be made about corrupt conduct, maladministration, serious and substantial waste of public money; and/or failure to properly fulfil functions under the *GIPA Act*.

The [PID Policy Statement](#) and [PID Guidelines](#) provide guidance to employees on making public interest disclosures.

7.11. Customer service

NSWPF has a Customer Service Program to ensure responsive and meaningful customer service. The [Customer Service Charter](#) and [Guidelines](#) explain, in clear and simple terms, the standard of service members of the community can expect in their dealings with the NSWPF and practical measures for NSWPF employees to deliver exceptional customer service.

This includes being accessible; being professional and helpful; taking appropriate action to resolve issues or enquiries; and keeping people informed. These commitments are built into our training programs, business plans and other systems, and are regularly measured and reported on. The [Customer Service Action Plan 2021-2023](#) aligns the customer service objectives of NSWPF with the vision and approaches within [NSWPF - Our Focus Our Future](#).

8. Results management

8.1. Results Management Framework

The [Results Management Framework](#) (RMF) describes the arrangements in place within the NSWPF that ensure alignment of government, organisation, command and individual goals and that our objectives are being efficiently and effectively achieved. To this end, it integrates the [NSWPF - Our Focus Our Future](#), [NSW Budget Papers](#), strategic plans, command / unit business plans, and individual performance.

8.2. Australia New Zealand Policing Advisory Agency: Policing Priorities and Principles

The Australian New Zealand Policing Advisory Agency (ANZPAA) is a joint initiative of the Australian and New Zealand police commissioners. ANZPAA strives to facilitate nationally

consistent good practice and policy, drive excellence in policing and maximise community safety outcomes. ANZPAA publishes [material that guides police organisations](#) in their decision making, service planning and activities. These guidelines inform the way we deliver policing services in NSW but do not override existing legislation, procedures or policies.

8.3. NSWPF - Our Focus Our Future

The [NSWPF - Our Focus Our Future](#) describes our organisational priorities and outlines how we intend to achieve our vision of 'A Safer NSW'. The phrase 'Connected Workforce, Connected Community' emphasises the importance of being proactive and working in partnership with the community, other agencies and industry to prevent crime and build safer communities.

The document depicts the key themes of the Commissioner of Police being prevention, disruption, response, and capability; and shows the inter-relationship with our key result areas (reduce crime; maintain public safety; engage the community; enhance capability and evaluate effectiveness).

It articulates the NSWPF approach and objectives to be implemented to achieve our vision. These strategies inform the service delivery of commands and individuals across the NSWPF.

8.4. NSW Budget programs

The NSW Government has adopted an [outcome budgeting](#) approach which links funding to agency planning, service delivery outcomes and performance accountability. The NSWPF is part of the Stronger Communities cluster, which delivers community services that support a safe and just New South Wales. The indicators used for NSW budget programs are consistent with those used within the [NSWPF - Our Focus Our Future](#).

8.5. Strategies, plans, policies and procedures

The NSWPF maintains strategic plans for organisational priorities identified in the [NSWPF - Our Focus Our Future](#) (e.g., [Aboriginal Strategic Direction](#), [Multicultural Policing Strategy](#), [Strategic Asset Management Plan](#)).

NSWPF policy statements, procedures and guidelines (e.g. [Police Handbook](#)) provide direction to NSWPF staff on the delivery of policing services and other organisational functions.

8.6. Command / Unit business plan

NSWPF commands / business units are required to [develop, implement and monitor a business plan](#) each financial year detailing how they contribute to corporate priorities and deliver fiscal efficiency. Business planning ensures the services we provide to our customers remain relevant to their needs; are aligned to our corporate priorities and responsive to developments in our operating environment.

Business plans describe why a command exists (its vision and purpose); what services the command delivers; key issues in the command's operating environment (customer / stakeholder issues and risks / opportunities); priorities the command will focus on over the coming 12 months (command priorities); and how the command will achieve its objectives (strategies). Business plans are published in the [COMPASS system](#) and commands / business units are required to regularly report on their performance.

8.7. Individual

The success of any organisation rests on the collective performance of its employees. Individual performance management in the NSWPF is primarily managed through [My Performance](#), which is a continuous process of engagement between employees and managers to set, monitor and review objectives to achieve corporate goals and individual career aspirations. The NSWPF role description library and My Performance are aligned with the [NSW Public Sector Capability Framework](#).

The performance of NSWPF senior executives is managed in accordance with the [NSW Public Service Commission Performance Development Framework](#).

9. Review and evaluation of governance arrangements

Ongoing review and evaluation of the NSW Police Force Governance Framework ensures the organisation is able to adapt to changing circumstances and demonstrates good practice. The Framework is regularly updated with changes that affect its relevance and application.

The NSWPF Audit and Risk Committee have ongoing oversight of the governance arrangements, benchmarked against the Audit Office of NSW Governance Lighthouse model (Figure 2). Opportunities for improvement identified as part of the evaluation process are communicated to and considered by the ARC and senior executive for incorporation into our Governance Framework.



Figure 2 - Evaluation of the NSW Police Force governance arrangements against the Audit Office of NSW Governance Lighthouse²

² The lighthouse image in Figure 2 was adapted from the Office of State Revenue *Corporate Governance Framework*, p.1

10. References

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