

NSW POLICE FORCE

# CULTURE STRATEGY

2023 to 2027



*A future built on  
proud traditions*



NSW Police Force





# First Nations Peoples 'Strengthening the experiences of our community'

Australia's First Peoples have their own unique culture, belief systems and identities.

Within the NSW Police Force we currently have over 700 employees who identify as First Nations People, giving us a unique opportunity to understand and work with over 100 plus external Aboriginal communities, across NSW.

As an organisation we are committed to:

## ACKNOWLEDGMENT

We recognise that there is work to be done to make the NSW Police Force an employer of choice for Aboriginal people.

## PARTNERSHIP

We will associate the organisation with Aboriginal communities in NSW to increase our participation.

## VALUE AND RESPECT

We will value and respect the unique skills and experience that our Aboriginal workforce bring to our organisation.

As an organisation we take the lead from our First Nations People in showing us the way to connecting more with our communities where we acknowledge, partner with, value and respect individual differences.

# Table of Contents

<b>Commissioner's Foreword</b>	<b>4</b>
<b>Definition of Culture</b>	<b>6</b>
<b>Purpose of the Culture Strategy</b>	<b>7</b>
<b>NSW Police Force Culture Framework</b>	<b>8</b>
<b>Our Cultural Values</b>	<b>10</b>
<b>Our Cultural Behaviours</b>	<b>11</b>
<b>What we will do? The Action Plan</b>	<b>12</b>
Our Purpose	12
Our People	12
Our Leaders	13
Our Processes & Systems	13
<b>Each and every one of us has a role to play in enhancing our culture</b>	<b>14</b>
<b>Our leaders set expectations for the rest of the organisation</b>	<b>15</b>
<b>How we will get there; The Culture Maturity Curve</b>	<b>16</b>
<b>Closing Remarks – Assistant Commissioner People &amp; Capability Command</b>	<b>17</b>
<b>Summary of KPIs / Key Deliverables</b>	<b>18-19</b>



# Commissioner's Foreword

Welcome to the NSW Police Force's inaugural Culture Strategy 2023–2027.

When commencing a culture journey, it is important to appreciate who we are when we are at our best, and envision the best of who we can become, individually and collectively. For this reason, I have firmly embedded within the Corporate Plan, “Our Focus Our Future” my vision for our culture. This is outlined below:



## NSW Police Force Culture Statement

**Our culture in the NSW Police Force is to place People First.**

**We will serve our people and the community through developing trust and pride in our work, where we model professionalism, respect, empathy and humility.**

In line with a vision of a safer NSW, the key priority of a *connected workforce* underpins the focus on enhancing our culture. This Strategy provides a roadmap to guide the critical thinking and leadership we need to bring to life actions and priorities in achieving our desired culture.

Whilst our culture is shaped by all employee's individual actions and attitudes, I know that the tone of any organisation is set from the top and in the NSW Police Force it is my responsibility to set that tone. Authentic, visible leadership is critical as we embark on this 5-year journey to strengthen and embed our aspired culture. Whilst we have a world-class policing service, with incredible elements to our culture, there is much to do as we look to keep up with emerging trends, community and employee expectations, and the fastest rate of change we have ever seen in today's world.

Culture is the responsibility of all of us. I am calling on our entire workforce to own the actions and deliverables in this Strategy. I am calling on all our leaders to promote, encourage and embed the Cultural Values and Behaviours we require in our teams. I have no doubt there will be times on this journey you may be required to challenge your thinking, try something innovative or work differently to how you normally would. This is what we need to do.

I like to think of this culture strategy as heralding a new chapter for the organisation. A chapter where we stay true to our traditions whilst boldly leaping forward and actively working on creating a contemporary future-fit organisation.

I look forward to working with and leading you through this exciting program of work over the next five years.

**Karen Webb APM, Commissioner of Police**

**Together, we will shape a connected workforce and connected community, inspiring our people while remaining authentic to our rich history.**

# Definition of Culture

There are many ways to describe workplace culture. Sometimes it can be as simple as ‘the way we do things around here’.

Workplace culture can generally be defined as the patterns of behaviours that are encouraged, discouraged, or tolerated over time by our people and our systems. Culture is often created through the unspoken messages people receive about what is valued.

We recognise that culture is an evolving ecosystem with multiple levers that interact and impact each other.

Focusing on one lever at a time will not change workplace culture because the system will always find a way to revert to its original state.

In the NSW Police Force there are four cultural levers we will focus on in the Culture Strategy, each being utilised to leverage key areas of change.

## Our Cultural Levers

- **Purpose**
- **Leadership**
- **People**
- **Processes and systems**

Each of the four levers will help drive the NSW Police Force aspired culture, where we put People First through building a connected community and connected workforce.



# Purpose of the Culture Strategy

The culture strategy will purposefully shape our way of being and behaving to align with our vision of who we are at our best.

Intentionally shaping workplace culture impacts on our ability to be successful in policing and achieving the Commissioner's vision for a connected workforce and connected community.

## This strategy encompasses:



**1. A set of Cultural Values and Behaviours** that underpin our desired NSW Police Force culture

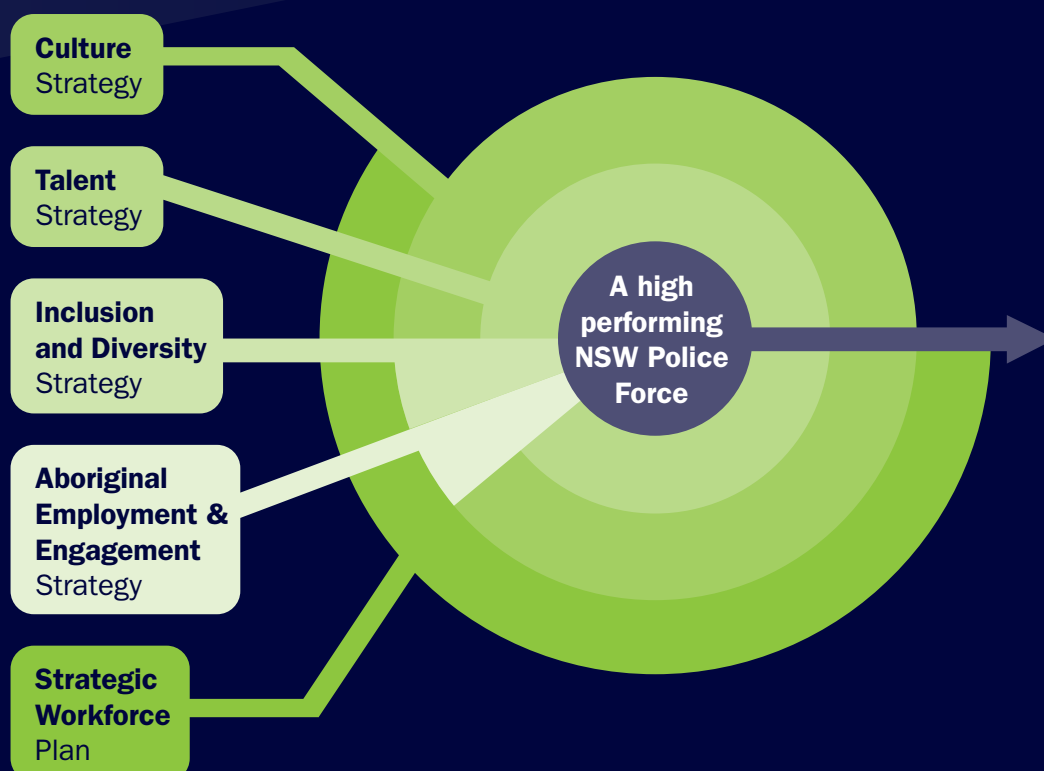


**2. Initiatives and actions** that will help define expectations and ways of working



**3. Measures that will help** 'take the temperature' on our culture and track change over time.

Figure 1. People and Culture Transformation Framework



# NSW Police Force Culture Framework

## Our Culture

Our culture in the NSW Police Force is to place People First. We will serve our people and the community through developing trust and pride in our work, where we model professionalism, respect, empathy and humility.

Together, we will shape a connected workforce and connected community, inspiring our people while remaining authentic to our rich history.

## Our Cultural Values



**Respect**



**Pride**



**Trust**



**People First**



**Professionalism**

## Our Cultural Levers

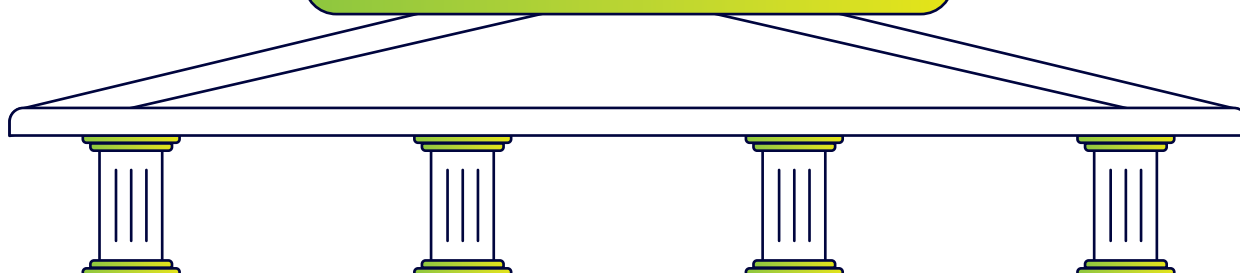
**Our  
Purpose**

**Our  
People**

**Our  
Leaders**

**Our  
Processes  
& Systems**

## Our Police Foundations



**Peelian  
Principles**

**Legislated  
Statement of  
Values**

**Oath of  
Office**

**Code of  
Conduct**





Our Cultural Values and Behaviours have significant synergies with our foundations of policing, and are aligned strategically with the Our Focus Our Future Corporate Plan to modernising the future of policing.

Underpinning policing are four pillars that make up our foundations. The first three are the Sir Robert Peel's Policing Principles, our Statement of Values contained in Section 7 of the Police Act 1990, and our Oath of Office. These three are all critical elements that describe how we as an organisation should undertake Policing. The fourth pillar, which guides practices and behaviours is the NSW Police Force Code of Conduct and Ethics.

As outlined in the Our Focus Our Future Corporate Plan, values underpin all our work. Our Statement of Values contained in the Police Act underpin the conduct of all staff.

The Cultural Values on this page are designed to strengthen our culture further by drawing out specific beliefs and attitudes that each member of the NSW Police Force is expected to model. They reinforce the culture statement that will drive a People First culture.

In a People First Culture, employees feel good, want to contribute, and go the extra mile promoted by a relationship of mutual respect and trust. This occurs because people are treated well and there is a sense of fairness. When an individual feels valued,

they give their best. Many factors contribute to an individual feeling valued. Their contribution is meaningful and recognised. Their opinion is asked for, and they listen to it. They are trusted, their individuality is encouraged and supported. Time is dedicated to developing and helping employees. People are given authority, resources and training to make decisions – they are empowered.

It is through modelling these behaviours that we can achieve our desired culture and values shown above.

# Our Cultural Values



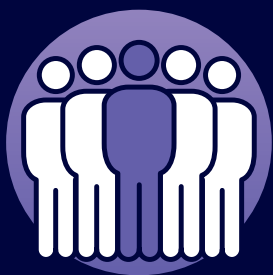
**Respect**



**Pride**



**Trust**



**People First**



**Professionalism**



# Our Cultural Behaviours

## Our Purpose

- I display pride in my work by looking for ways to improve what I do, building trust amongst my peers and keeping my word.
- I respect and treat people fairly and value their views.

## Our People

- I treat all my peers within the NSW Police Force with dignity, respect, and humility, regardless of rank or role within the force.
- I choose courage over comfort by facing difficult tasks or conversations rather than avoiding them.

## Our Leaders

- I am authentic and empathic to our community and the people I serve.
- I recognise, develop, and appreciate my people.

## Our Processes & Systems

- We apply a human-centred design lens to all our work processes and systems.
- We continuously challenge ourselves to be the best at what we do and to seek to improve the experience of our customers.





# What we will do?

## The Action Plan

### What we will do and how we will measure our success.

The strategy includes initiatives that have been designed through extensive listening to our people. The initiatives aim to bring about positive and sustained change inside the organisation, so that people can make a difference both in the workplace and in our work with the community. These initiatives have been categorised under one of our four cultural levers, Our Purpose, Our People, Our Leaders and Our Processes and Systems.

The actions will be reviewed regularly, which is why we commit to setting plans over a 2-year period. This means we can ensure we remain contemporary and aligned to corporate and policing priorities.

### Our Purpose

#### OBJECTIVE

To foster a sense of pride, unity, inclusion, and connection across our organisation, ensuring all employees are aware of the Cultural Values and Behaviours of the NSW Police Force to drive a People First culture.

#### KEY ACTIVITIES

1. Develop and rollout leadership culture workshops that build commitment in the Cultural Values and Behaviours and embeds the Commissioner's Our Focus Our Future vision across the Commands
2. Deliver training on the NSW Police Force Cultural Values and Behaviours and demonstrate how these can be put into action at a local level
3. Increase confidence and understanding of the People Matter Employee Survey (PMES) and workforce engagement including our purpose through strengthening the implementation of local initiatives and outcomes as identified from the PMES
4. Drive inclusive and respectful workplaces through the implementation of the NSW Police Force People and Capability deliverables coming out of the Inclusion & Diversity, Aboriginal Employment and Talent Strategies

### Our People

#### OBJECTIVE

Having an impact on the hearts and minds of our people through strengthening the employee experience during their career with the NSW Police Force. Empowering team members with the tools and resources to face the many challenges they may experience while employed with the NSW Police Force.

#### KEY ACTIVITIES

1. Develop and implement a values-based reward and recognition program
2. Incorporate emotional intelligence and its practical application into existing and future leadership learning programs
3. Improve the training experience of new employees & Probationary Constables through embedding our cultural foundations, values and behaviours throughout the NSW Police Force
4. Future build on proud traditions through the development of an annual culture storybook to catalogue and showcase our NSW Police Force culture in action



## Our Leaders

### OBJECTIVE

Better equip our leaders to transition through different leadership roles that encourage authenticity and connection to community and employees.

### KEY ACTIVITIES

1. Embed “People First” into the NSW Police Force Leadership Philosophy, defining skills and personal attributes required to excel in a role. (Known as role success profiles).
2. Equip and empower leaders at all levels to own and take responsibility to drive and promote our Cultural Values and Behaviours through events, development programs and activities
3. Build an inspired, connected and committed workforce through enabling team leaders with the knowledge, skills, and tools to be accountable to uphold our Cultural Values and Behaviours in their day-to-day role
4. Hold people accountable by creating appropriate mechanisms that enable people to hold each other to account at all levels

## Our Processes & Systems

### OBJECTIVE

Simplifying existing work practices, systems and processes, and ensuring people are at the centre of their use.

### KEY ACTIVITIES

1. Embed our purpose, Cultural Values and Behaviours into our attraction and recruitment processes and promotions process
2. Explore and review opportunities for enhanced options in performance management including technology, internal processes and ways of implementing
3. Strengthen the experience of our workforce through the integration of the employee lifecycle by exploring the opportunity for an integrated talent/high potential management system
4. Map and review People and Capability policies and procedures to align with our Cultural Values and Behaviours

# Each and every one of us has a role to play in enhancing our culture

## You and Our Purpose

- Be respectful of team differences
- Display professional behaviour in the workplace and community we serve

## You and Our People

- Recognise that culture is everyone's responsibility
- Be open to continual learning



## You as a Leader

- Hold each other accountable
- Demonstrate compassion and empathy to peers and colleagues

## You within Our Processes & Systems

- Encourage bold ideas and embrace uncertainty
- Look for ways to improve our processes



# Our leaders set expectations for the rest of the organisation

## COMMISSIONER'S EXECUTIVE TEAM



### SET

- Set the culture & values for the NSW Police Force
- Shape the cultural narrative through communications & public relations
- Forge partnerships beyond NSW Police Force
- Hold Leaders accountable through setting objectives for championing the NSW Police Force culture, values & behaviours

## EXECUTIVE LEADERS



### DRIVE

- Consistently communicate and reinforce Cultural Values and Behaviours
- Seek to understand the key drivers of workplace culture throughout the NSW Police Force
- Promote the benefits and importance of positive workplace culture in the NSW Police Force
- Deliberately design the cultural narrative for our varied workplaces

## SENIOR LEADERS



### LEAD

- Integrate key drivers of positive workplace culture into daily business
- Hold team leaders to account for modelling positive workplace behaviours
- Use the power of storytelling to keep a focus on purpose
- Provide information on the decision-making processes behind solutions and directives

## TEAM LEADERS



### MODEL

- Be approachable, visible and seek input from staff
- Be authentic with staff & create an environment of trust
- Value the teams' input, recognise good work
- Hold team accountable for performance

# How we will get there; The Culture Maturity Curve

Over the next 5 years we will enhance our culture through these stages of maturity:



***“Connected people and connected community”***

# Closing Remarks

## Assistant Commissioner People & Capability Command

The NSW Police Force culture is about putting our People First.

Whilst we are an organisation with 160 years of history, we are also only just starting our plan of intentionally designing, shaping, and managing our Culture.

Enhancing our existing culture, moving us closer to a connected people and community by putting People First will not occur overnight. A phased approach with growing maturity will be required to meet our internal and external drivers for change.

For 2023, it's all about turnaround. It's about translating Our Focus Our Future vision into new values and behaviours. A major focus will be on developing the mindsets and behaviours of our leaders around connected people and community.

I encourage every employee in the NSW Police Force, regardless of rank, role or tenure to purposefully influence and promote a positive, respectful and inclusive workplace.

**Dean Smith APM**



**Together, achieving these deliverables will support the NSW Police Force continue in its efforts to building a world-class organisation well prepared to operate within a complex and changing policing landscape.**

**The NSW Police Force Culture Strategy 2023-2027 is one of several strategies designed to deliver on the Commissioner's Priorities. Culture in its essence seeks to unify agency efforts and keep the organisation focused on why we are here, and how we can best work together to achieve our purpose.**



# Summary of KPIs & Key Deliverables

## Our Purpose

Increase confidence and understanding of the People Matter Employee Survey (PMES) and workforce engagement including our purpose through strengthening the implementation of local initiatives and outcomes as identified from the PMES

Develop and rollout leadership culture workshops that builds commitment in the Cultural Values and Behaviours and embeds the Commissioners Our Focus Our Future vision across the Commands

Deliver training on the NSW Police Force Cultural Values and Behaviours and demonstrate how these can be put into action at a local level

Drive inclusive and respectful workplaces through the implementation of the NSW Police Force People and Capability deliverables coming out of the Inclusion & Diversity, Aboriginal Employment and Talent Strategies

## Our People

Future build on proud traditions through the development of an annual culture storybook to catalogue and showcase our NSW Police Force culture in action

Incorporate emotional intelligence and its practical application into existing and future leadership learning programs

Improve the training experience of new employees & Probationary Constables through embedding our cultural foundations, values and behaviours throughout the NSW Police Force

Develop and implement a values-based reward and recognition program

## Our Leaders

Embed "People First" into the NSW Police Force Leadership Philosophy, defining skills and personal attributes required to excel in a role. (Known as role success profiles).

Equip and empower leaders at all levels to own and take responsibility to drive and promote our Cultural Values and Behaviours through events, development programs and activities

Build an inspired, connected and committed workforce through enabling team leaders with the knowledge, skills, and tools to be accountable to uphold our Cultural Values and Behaviours in their day-to-day role

Hold people accountable by creating appropriate mechanisms that enable people to hold each other to account at all levels

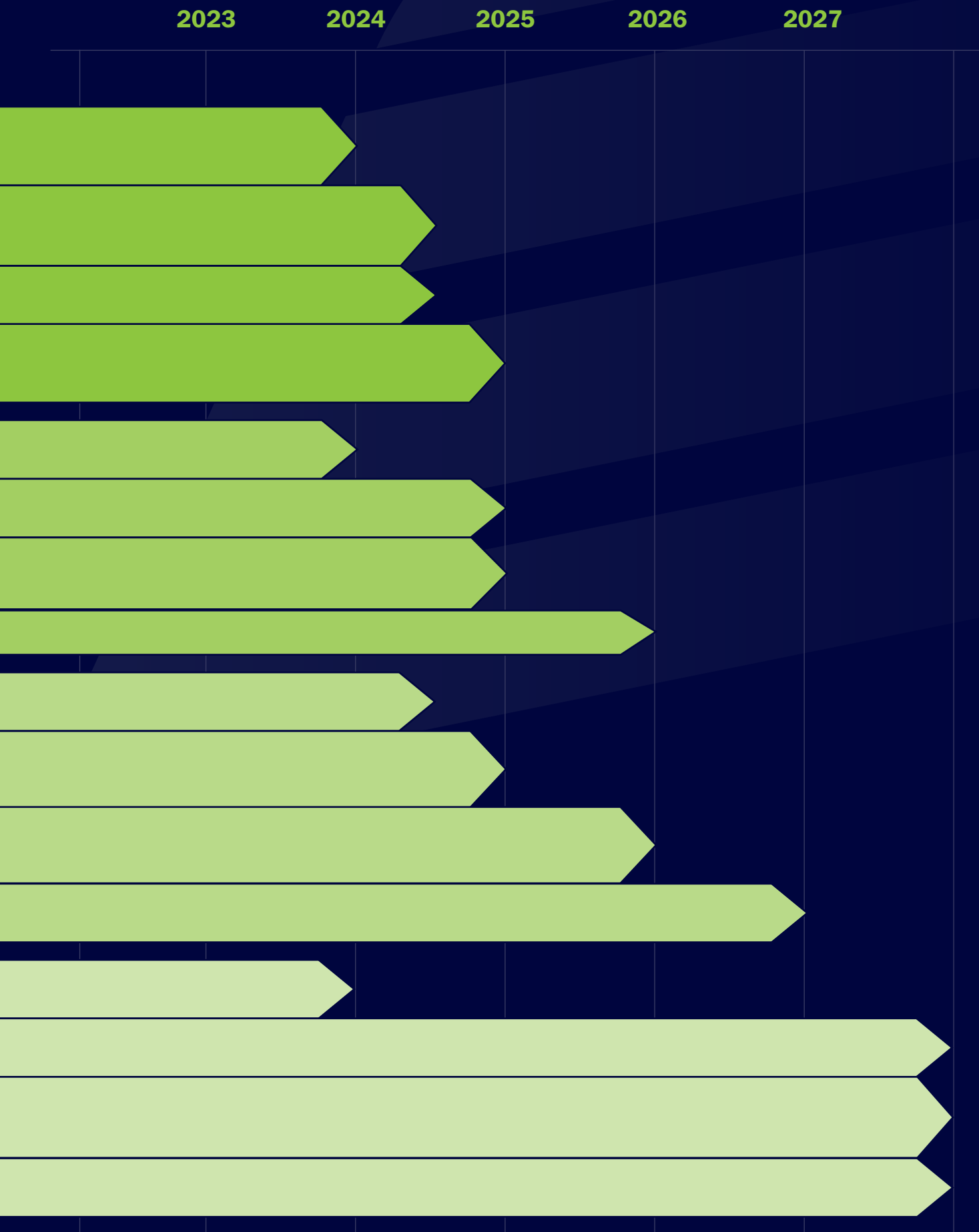
## Our Processes & Systems

Embed our purpose, Cultural Values and Behaviours into our attraction and recruitment processes and promotions process

Explore and review opportunities for enhanced options in performance management including technology, internal processes and ways of implementing

Strengthen the experience of our workforce through the integration of the employee lifecycle by exploring the opportunity for an integrated talent/high potential management system

Map and review People and Capability policies and procedures to align with our Cultural Values and Behaviours



## IN THIS DOCUMENT

The Term 'Aboriginal' is intended inclusively, to refer to both Aboriginal and Torres Strait Islander peoples of Australia. We recognise that people of Torres Strait Islander origin may not also be of Aboriginal descent. We respectfully acknowledge Torres Strait Islanders as Australia's First Peoples. We acknowledge their separate culture, belief systems and identities.

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## FURTHER INFORMATION

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**NSW POLICE FORCE CULTURE STRATEGY 2023 to 2027**

