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**NSW Police Force**

# NSW Police Force Business Planning Guidelines

Governance, Audit & Risk Directorate

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## 1 Summary

The NSWPF ensures compliance with the Government Sector Finance Act 2018 performance reporting requirements (S8.2.1) by the application and maintenance of a corporate plan, strategic plans, business plans, and action plans. These plans include business performance objectives, priorities, and strategies. Effective business plan processes help to provide assurance to the Commissioner of Police that commanders and directors are accountable for efficient use of public resources in support of the NSWPF purpose to reduce violence, crime, and fear.

Business planning is a key element of the NSWPF Governance Framework. All Region Commands (or Specialist / Corporate equivalent) must have a current Business Plan. If directed by their Assistant Commissioner or Executive Director, commands, or business units one organisation structural level below the Region (or equivalent) must have a current Action Plan. *Action Plans differ from Business Plans in that they only include priorities and strategies relevant to the business unit which are generally more specific to the business unit.*

### Important Steps in the Business Plan Cycle

1. Preparation – Governance, Audit & Risk Directorate work with key stakeholders and the Commissioner’s Executive Team to identify corporate objectives and priorities for mandatory inclusion in business plans.
2. Risk Identification and Assessment – All Regions and PAC / PD / Business Unit equivalent conduct a risk identification activity and then record and assess significant risks to business objectives in the Corporate Risk Assessment Management System (CRAMS).
3. Business Plan Workshop – Region level or equivalent. The AC or Executive Director must participate in this workshop with all their subordinate commanders/directors and other key personnel to develop the Region or equivalent business plan.
4. BP Approval and Dissemination – Approval is by the AC / ED and disseminated to all personnel in subordinate commands.
5. Action Plan Workshop – If directed by their AC or Executive Director, subordinate commanders / directors must participate in a local action plan workshop with their senior management teams and business unit representatives to develop a local Action Plan.
6. AP Approval and Dissemination – Approval is by report to the AC / ED and disseminated to all personnel in the PAC / PD / Business Unit.
7. Performance Reporting – Performance against objectives is primarily tracked in the COMPASS system (note: some commands may have additional performance reporting systems).
8. Quality Assurance, Record Keeping, and Review – All BPs and APs are approved by ACs / EDs. BPs are reviewed by Governance, Audit & Risk Directorate. APs are dip sampled by Governance, Audit & Risk Directorate. All BPs and APs are recorded in RMS by Governance, Audit & Risk Directorate.

# Document Control Sheet

## Document Properties

Title	NSW Police Force – Business Planning Guidelines
Subject	Business and Action Planning Guidelines for NSWPF Business Units
Command responsible	Governance, Audit & Risk Directorate
Authorisation	Commissioner of Police
Security Classification	OFFICIAL
Publication date	July 2024
Current version number	6.1
Review date	June 2027
Document RMS number	D/2024/734470
Linked RMS folder	F/2023/54392
Copyright statement	© Crown in right of NSW through NSW Police Force 2024
Suitable for Public Disclosure	Yes

## Modification History

Version #	Version creation date	Author / Position	Summary of changes
1.0	May 2017	Planning Team	Guidelines amended to include practical advice on planning, in response to command business plan review 2016-17.
2.0	June 2018	Planning Team	Guidelines updated to ensure alignment with the NSWPF Corporate Plan 2018.
3.0	April 2019	Planning Team	Guidelines updated to ensure alignment with the NSWPF Statement of Strategic Intent 2019.
4.0	May 2020	Planning Team	Guidelines updated to streamline planning tools & templates and reinforce the requirement for commands to consider and incorporate recommendations from the Broderick Review into their annual business plan.
5.0	May 2021	Planning Team	Guidelines updated with appropriate document security level, new appendices, and updated links.
6.0	March 2024	Planning Team	Major review and update.
6.1	June 2024	Planning Team	Updates to reporting requirements re completion of Action Plans. All references to “Governance Command” have been changed to “Governance, Audit & Risk Directorate” as per command realignment.

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## 2 Purpose

Business planning at all levels helps to give employees a better understanding of how their day-to-day activities contribute to the vision and objectives of their command and the NSWPF.

These guidelines detail the business planning processes which should be followed by members of the NSWPF involved in the development, authorisation, maintenance, recording, reporting on, and reviewing of NSWPF business plans or action plans.

For further assistance please contact #PLANNING ([planning@police.nsw.gov.au](mailto:planning@police.nsw.gov.au))

### 2.1 Scope

- Applies to all NSWPF commands or business units at Region level and Local level.
- Excludes the NSWPF corporate plan, strategic plans, project plans, and operational planning.

### 2.2 Key Definitions and Concepts

**Region level** – All NSWPF business units that operate under the direct leadership of an Assistant Commissioner or equivalent Executive Director / Manager. Reference to “region” in these guidelines should be taken as “region (or equivalent business unit)” unless otherwise specified.

**Local level** – All NSWPF business units that operate one level below region level.

**Business Plan (BP)** – A document that sets out the vision, purpose, objectives, priorities, and strategies to achieve the business objectives of a Region level business unit.

**Action Plan (AP)** – A document that sets out the priorities and strategies particular to the local level business unit which align with corporate and region priorities but are more specific to the business unit.

**Command Planner** – A portfolio appointed to a suitable officer by a business unit commander or director. The Command Planner is responsible for many of the administrative functions which support the development of a business or action plan.

**Business Unit** – A general term that includes all command types, (i.e., Region Command, Specialist Command, Service, Police Area Command, Police District, Team, Group, Unit, etc.)

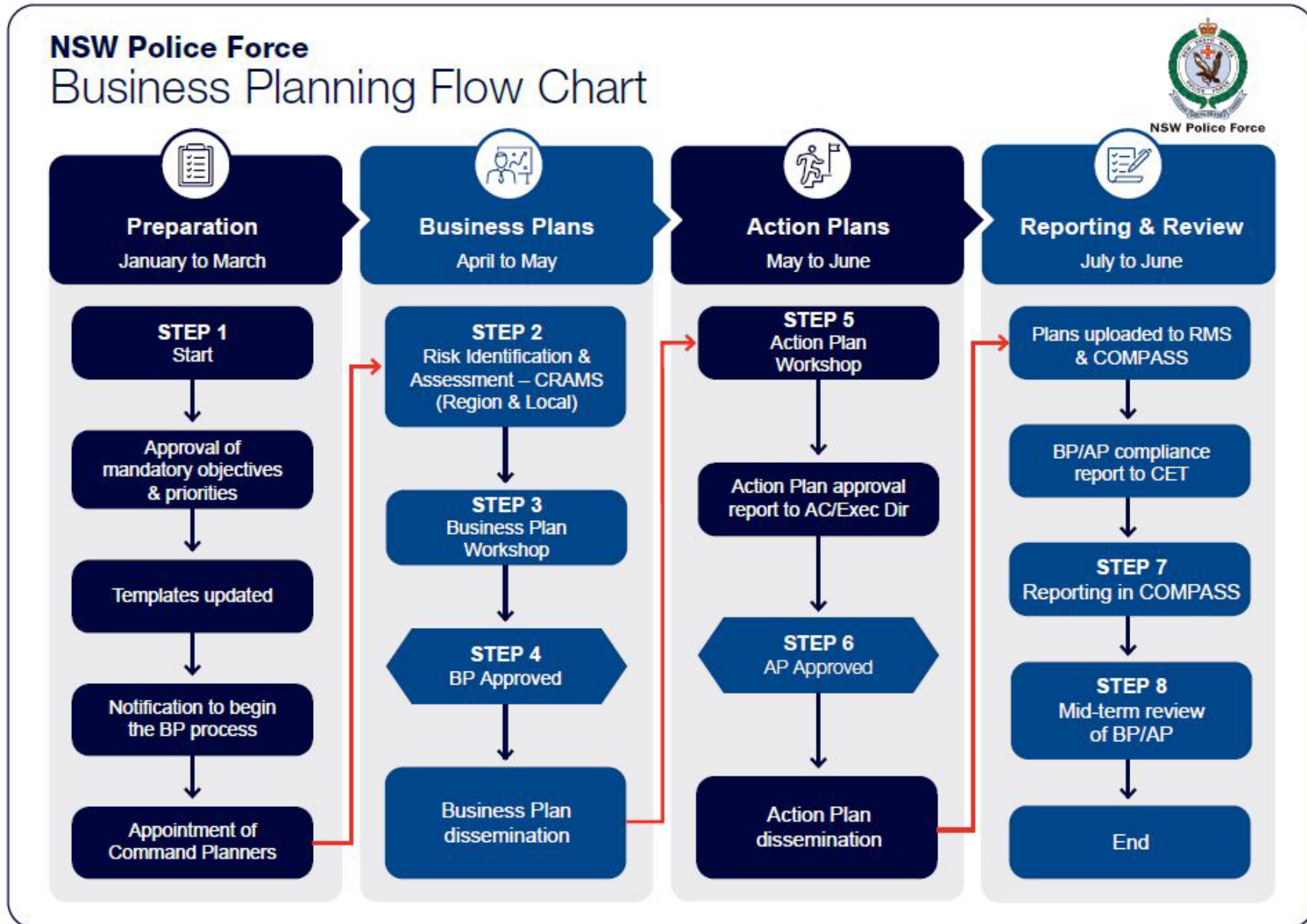
**Corporate Risk Assessment Management System (CRAMS)** - A Blue Portal system used to support the assessment and management of Enterprise (business) risks of Commands and Regions, Corporate Risks, and Corporate Compliance risks.

**Record Management System (RMS)** – RMS is a digital record keeping system maintained by the NSWPF which is designed to be fully compliant with the State Records Act 1998.

**Performance Indicators** – Are measures of activity or results which indicate a level of success in implementation of a corporate strategy (i.e., prevention & disruption), or achievement of a corporate, region, or local objective (i.e., reduce crime).

**Benchmarks** – Are a specific level of achievement (or goal) for a performance indicator that is required by the Commissioner’s Executive Team according to a pre-determined methodology, or approved recommendations from internal subject matter experts (i.e., reduce robbery incidents compared to the previous three-year average).

### 2.3 Business Planning Flow Chart with Timeframes





### 3 Guidelines

The following guidelines provide more detail to support the roles and responsibilities listed above.

#### 3.1 Step 1 – Preparation for the Business Planning Process – Jan to April

##### 3.1.1 Approval for mandatory business objectives, priorities, and strategies

- Governance, Audit & Risk Directorate, Planning Team consult with key stakeholders to identify mandatory business objectives and COMPASS benchmarks.
- Planning Team request a submission from the Corporate Risk Management Committee which includes recommendations for priorities and strategies of high organisational importance which should be mandatory inclusions in all or most NSWPF business plans.
- Planning Team submit a report to CET for approval of recommended mandatory business objectives, priorities, and strategies.
- Planning Team ensure business and action plan templates are current.
- Planning Team notify business units that they should start preparing for their region business plan workshops. This notification includes copies of templates and links to supporting resources.
- Assistant Commissioners and Executive Directors decide whether their subordinate commands/business units will be required to prepare Action Plans. The decision should be based on the region level commander's determination that subordinate command Action Plans will add significantly more value than the mandatory COMPASS reporting and direct reporting. This decision should be communicated to subordinate commands and Governance, Audit & Risk Directorate via Standard Report.
- After receiving notification from the Planning Team, all commanders and directors should appoint a "Command Planner" portfolio to a suitable officer with authority and coordination skills sufficient to manage the business or action plan (if relevant) process in their command.

#### 3.2 Step 2 – Risk Identification and Assessment – April to May

An important part of business planning is understanding how risks impact on business objectives. In 2023 the Commissioner's Executive Team determined that all NSWPF business units at or below region level must use the Corporate Risk Assessment Management System (CRAMS) to record and manage risks to their business objectives (D/2023/730318).

The risk management process functions independently from the business planning process, but all commands should conduct a formal risk identification and assessment process before the business plan or action plan workshop to assist in determining which business objectives may be suitable for prioritisation in the business plan.

Commands should be managing significant risks to their business objectives in the CRAMS. Region Command Planners should obtain a list of all Region and subordinate business unit risks from the CRAMS prior to the region business plan workshop.

In addition, Command Planners should facilitate a risk identification and assessment process prior to their region business plan workshop to ensure no new risks to their current business objectives have been overlooked. Risk identification tools, and instructions for managing risks are available on the [Governance, Audit & Risk Directorate – Risk & Compliance Team Intranet Site](#). Tools on that site include:

- Risk identification techniques
- Writing a Risk Statement

- Conducting a Risk Assessment
- Risk Controls and Treatments
- Various CRAMS guides and resources

The risk identification process **may** also involve the following activities.

### **3.2.1 Customer / Stakeholder Expectations**

The Customer / Stakeholder expectations analysis identifies key stakeholders in the Community, Business, Government, and NSWPF domains and considers the reasonable policing expectations of each stakeholder or group of stakeholders and whether the command is currently meeting those expectations. If not, this gap is potentially a risk to the command's objectives and a risk assessment should occur (using CRAMS). [Appendix 1](#) provides a template for generating and recording the community / customer / stakeholder analysis.

### **3.2.2 P.E.S.T.E.L.O. Analysis – Environmental Scanning**

A P.E.S.T.E.L.O. analysis is a method of environmental scanning and considers issues and trends occurring in the operating environment in each of the domains – political, economic, social, technological, environmental, legal, and organisational which may impact business objectives. Organisational is part of the operating environment because no one command can control everything that is going on across the NSWPF. Significant risks identified in this process should be assessed (using CRAMS). [Appendix 2](#) provides a template for conducting a P.E.S.T.E.L.O. analysis.

### **3.2.3 S.W.O.T. Analysis**

A Strengths, Weaknesses, Opportunities, and Threats activity combined with other risk identification activities may assist in triaging identified risks before choosing which risks require formal risk analysis in the Corporate Risk Assessment Management System. [Appendix 3](#) provides a template for conducting a command S.W.O.T. analysis.

## **3.3 Step 3 – Business Plan Workshop – May**

Business plans should be developed and approved before 31 May to allow sufficient time for subordinate business units to develop their action plans before 30 June. The Governance, Audit & Risk Directorate, Planning Team will be available to run business plan workshops during this period.

**April – May:** Command Planners should contact the Governance, Audit & Risk Directorate, Planning Team via #PLANNING to schedule a suitable time for the Planning Team to run the Region business plan workshop. If not requesting Planning Team assistance, the Command Planner must schedule and run the Region business plan workshop themselves.

An agenda and supporting documentation should be sent to all workshop participants at least one week before the workshop.

#### **Workshop participants:**

- Region Commander
- Region Senior Management Team (including all subordinate commanders / directors / managers)
- Command Planner

#### **Supporting documentation:**

- Agenda (template available)



- Business Plan template
- List of all Region and subordinate risks recorded in the CRAMS
- Previous year business plan

The goal of the business plan workshop is to identify and/or confirm the following key business plan attributes. These are then entered into the business plan template:

### **3.3.1 Vision**

The business plan vision communicates a sense of optimism for what the business wants to achieve above all else. All NSWPF business plans will have the same vision as the NSWPF Corporate Plan and will be included in the business plan template.

### **3.3.2 Purpose**

The business plan purpose more specifically details the reason the business unit exists. The purpose (or mission) of the NSWPF is enshrined in the NSW Police Act 1990, S6(1) "... to work with the community to reduce violence, crime and fear."

Most frontline NSWPF commands will have an identical purpose recorded in their business plans. Specialist and corporate business units may develop a business plan purpose that more accurately reflects their specific business unit.

### **3.3.3 Business Plan Objectives**

Business plan objectives are measured using performance indicators which commanders and directors must report against to the NSWPF Commissioner's Executive Team (CET). Unless the business unit's structure and purpose has changed significantly, most command business objectives will not differ substantially from previous years. Some business objectives are common to all NSWPF business units and are measured using performance indicators in the Command Performance Accountability & Assessment System (COMPASS). Additional business objectives, specific to frontline commands, are also measured using performance indicators in the COMPASS system.

Example 1: Sick Leave – the objective in 2022-23 was for all commands to ensure sick leave for sworn officers is below 48hrs per officer per year.

Example 2: Crime – the objective in 2022-23 was for all frontline commands to reduce crime. A benchmark was attached to specific crime performance indicators (e.g., Assault – DV).

The Governance, Audit & Risk Directorate, Planning Team are responsible for maintaining corporately approved performance indicators and benchmarks recorded in the COMPASS system. Each year, prior to the beginning of the business planning cycle, the Planning Team consult with key stakeholders then submit recommendations to CET for approval of COMPASS benchmarks that are linked to corporate objectives.

Corporately approved objectives will be included in the business plan templates. Frontline commands should develop additional objectives if appropriate.

Specialist and Corporate business units must develop additional business objectives for inclusion in their business plans. Business objectives must be measurable indicators of performance and should, wherever possible, include indicators of success.

### **3.3.4 Business Plan Priorities**

Business plan priorities are those areas of the business unit that require greater attention because of one, or more, of the following three reasons:

1. The Commissioner's Executive Team have determined that a corporate priority should be specifically included in all business plans (these will be included in the business plan templates e.g., Corporate Misconduct Risks).
2. The Region was previously unsuccessful in achieving specific objectives (as evidenced in the COMPASS system or at Command Performance Assessment forums).
3. The Region has identified and assessed a significant risk to achieving specific business objectives (recorded in the Corporate Risk Assessment Management System). Note: it is not the risk that is recorded as the priority, but the area of business impacted by the risk that is the priority [i.e., if a particularly extreme weather season is predicted, the Region may have a related risk recorded and managed in the CRAMS, but the region priority may be "Ensure effective emergency management to keep people safe and protect property (CRAMS reference number...)"].

### **3.3.5 Business Plan S.M.A.R.T. Strategies**

Strategies are how the region / business unit is going to achieve the business objectives and priorities.

- Strategies for achieving region objectives may be developed during the business plan workshop and must be recorded in the COMPASS system "Comments & Actions reporting screen".
- Strategies to achieve priorities must be developed and recorded in both the business plan and in the COMPASS system "Comments & Actions reporting screen" unless it is a risk management treatment strategy, which will instead be recorded in the CRAMS.

All strategies must be Specific, Measurable, Achievable, Relevant, and Time-bound (S.M.A.R.T.):

- Specific – Exactly what will be done, and who will do it?
- Measurable – How will you know if it has been done?
- Achievable – Do you have the skills and resources to do it?
- Relevant – Will it help you achieve your objectives?
- Time-bound – When will it be completed?

S.M.A.R.T. strategies enable the business unit to demonstrate logical intent and accountability for achieving business objectives and priorities. S.M.A.R.T. strategies can also be evaluated for effectiveness and adjusted or replaced if they do not lead to the intended outcomes.

S.M.A.R.T. strategies in the Region Business Plan that are expected to be implemented by all subordinate commands should be marked appropriately (see template example).

## **3.4 Step 4 – Business Plan Approval and Dissemination – May**

- After the business plan workshop, the Command Planner must prepare a final draft of the business plan.
- The Command Planner must submit the draft to the Assistant Commissioner or Executive Director for quality review and approval.
- If approved, the Command Planner must disseminate the approved business plan to all employees in the region / business unit with instruction that they read the business plan.

- The Command Planner must arrange for the approved business plan to be printed and displayed on at least one noticeboard in the region office and subordinate business unit employee-only access areas.
- The Command Planner must send a copy of the approved business plan to the NSWPF Governance, Audit & Risk Directorate (via #PLANNING), and upload the contents of the approved business plan to the COMPASS system (see the [Planning Team tools & resources](#) for specific instructions).

### **3.5 Step 5 – Action Plan Workshop – May to June**

The requirement for subordinate commands and business units to prepare an Action Plan will be at the discretion of the relevant Assistant Commissioner or Executive Director. Action Plans differ from Business Plans in that they only include priorities, and strategies specific to the business unit *which are not already detailed in the relevant business plan*. Action plans should be developed and approved before 30 June. The Governance, Audit & Risk Directorate, Planning Team will be available to provide advice and guidance during this period.

Local Command Planners must schedule and run a local action plan workshop as soon as possible after being provided with the latest approved business plan.

An agenda and supporting documentation should be sent to all workshop participants at least one week before the workshop.

#### **Workshop participants:**

- Business Unit Commander / Director
- Business Unit Senior Management Team
- Command Planner
- At least one sergeant / team leader from each subordinate team / unit (i.e., CMU, CI, DV, etc...).
- At least one constable / administrative employee from each subordinate team / unit.

#### **Supporting documentation:**

- Agenda (template available)
- Approved Region Business Plan
- Action Plan template
- List of all business unit risks recorded in the CRAMS
- Previous year action plan

The goal of the action plan workshop is to review the approved business plan and develop a business unit action plan with the following key action plan attributes. These should be entered into the action plan template:

#### **3.5.1 Action Plan Priorities**

As per [3.3.4](#) (Business Plan Priorities), action plan priorities are those areas of the business unit that require greater attention as directed by the CET, due to past performance issues, or in response to a significant risk as recorded in the CRAMS.

#### **3.5.2 Action Plan S.M.A.R.T. Strategies**

As per [3.3.5](#) (Business Plan S.M.A.R.T. Strategies), action plan strategies are how the business unit is going to achieve the business unit priorities.

There must be at least one S.M.A.R.T. strategy for every priority (unless it is a risk treatment strategy that is being recorded and managed in the CRAMS).

### **3.5.3 Local S.M.A.R.T. Strategies to Achieve Corporate and Region Objectives**

Although there are no “objectives” listed in local Action Plans, business units at this level are still required to have S.M.A.R.T. strategies for mandatory reporting corporate and region performance indicators relevant to the business unit and documented in the COMPASS system. These S.M.A.R.T. strategies must be recorded in the COMPASS system as described in section [3.3.5](#).

## **3.6 Step 6 – Action Plan Approval and Dissemination – May to June**

- After the action plan workshop, the local Command Planner must prepare a final draft of the action plan.
- The Command Planner must submit the draft to the Assistant Commissioner or Executive Director via the chain of command for quality review and approval.
- If approved, the Command Planner must disseminate the approved action plan to all employees in the business unit with instruction that they read the action plan.
- The Command Planner must arrange for the approved action plan to be printed and displayed alongside the region business plan on at least one noticeboard in the business unit employee-only access area.
- The Command Planner must send a copy of the approved action plan to the NSWPF Governance, Audit & Risk Directorate (via #PLANNING), and upload the contents of the approved action plan to the COMPASS system (see the [Planning Team tools & resources](#) for specific instructions).

## **3.7 Step 7 – Performance Reporting**

All business units must create records that document the way the business unit performed against business and action plan objectives. These records must be made in the COMPASS system in accordance with the COMPASS reporting schedule. Objectives and strategies which relate to a specific COMPASS indicator should be reported against that COMPASS indicator. Objectives and strategies which do not relate to a specific COMPASS indicator should be reported on in the business / action plan section of COMPASS.

These performance records will be used to support the Commissioner’s reporting obligations under State legislature, and by Governance, Audit & Risk Directorate as part of the evidence base supporting regular Command Performance Assessment forums chaired by the Commissioners Executive Team.

## **3.8 Step 8 – Quality Assurance, Record Keeping, and Review**

1. Region Commanders & Executive Directors are responsible for approving the content and quality of their business plan and all subordinate action plans.
2. The Governance, Audit & Risk Directorate, Planning Team will upload all approved business and action plans to the NSWPF Records Management System.
3. The Governance, Audit & Risk Directorate, Planning Team will conduct a 100% review of all business plans, and a dip sample of action plans for compliance with these guidelines.
4. In August, Governance, Audit & Risk Directorate will submit a report to the Commissioner’s Executive Team detailing completion of the annual business & action plan process.
5. All commands should conduct a mid-term review (Dec-Jan) of their business or action plan priorities and strategies to assess whether the documented priorities and strategies are still fit for purpose.

- a. Changes to priorities and / or strategies must be approved by the business unit commander.
- b. the new business / action plan version must be disseminated to Governance, Audit & Risk Directorate (via #PLANNING); and
- c. the changes uploaded to the COMPASS system.

### 3.9 Roles and Responsibilities

#### 3.9.1 Key Responsibilities: Region Vs PAC / PD / Business Unit

Region or Equivalent	PAC / PD / Business Unit
Notify subordinate command / business units if they are required to prepare an Action Plan.	Confirm with your Region Commander or Executive Director whether your PAC / PD / Business Unit is required to develop an Action Plan.
Consolidate Region and subordinate command risks as recorded in CRAMS prior to the BP workshop.	Conduct risk identification, analysis, and assessment in CRAMS prior to the Region BP Workshop.
Host a Business Planning workshop to develop the annual Region Business Plan.	Participate in Region Business Planning Workshop (Superintendent / Director)
Ensure approved Business Plan aligns with corporate objectives & includes priorities as informed by CET, Region performance from the previous year, and significant region or subordinate command risks.	If applicable, conduct a local Action Planning workshop and develop a Command Action Plan.
Upload approved Region Business Plan into COMPASS and forward to #PLANNING.	If applicable, submit the local Action Plan to Region for endorsement.
Disseminate Region Business Plan to staff.	If applicable, upload endorsed local Action Plan into COMPASS and forward to #PLANNING.
Review subordinate local Action Plans (if applicable) to ensure quality and accountability – provide feedback and guidance as required.	Display Region Business Plan and Command Action Plan together and disseminate to all staff.
Report against mandatory performance indicators and region Business Plan priorities.	Report against mandatory performance indicators and local Action Plan priorities.
Ensure all subordinate commands comply with NSWPF Business Planning Guidelines.	

**3.9.2 Key Responsibilities: Position / Role**

<p><b>Commissioner of Police</b></p>	<ul style="list-style-type: none"> <li>• Ensure that records and other information are kept that properly explain the performance of the agency.</li> <li>• Business Planning Corporate Policy document approval.</li> </ul>
<p><b>Commissioner’s Executive Team</b></p>	<ul style="list-style-type: none"> <li>• Ensure that records and other information are kept that properly explain the performance of commands under their authority.</li> </ul>
<p><b>Assistant Commissioner or Executive Director</b></p>	<ul style="list-style-type: none"> <li>• When notified by the Governance, Audit &amp; Risk Directorate that the business planning process is to commence, appoint a suitable employee to lead the region level business plan development process as “Command Planner.”</li> <li>• Decide whether subordinate commands should develop Action Plans and notify subordinate commands / business units and Governance, Audit &amp; Risk Directorate of that decision via standard report.</li> <li>• Ensure a business objectives risk identification and assessment process for your region has occurred prior to your scheduled region business planning workshop.</li> <li>• Attend your region business plan workshop. Ensure the workshop outcomes include a command vision, purpose, objectives, priorities, and strategies.</li> <li>• Review and approve your region business plan. Note: if the plan is not suitable for approval, return to the Command Planner for submission of a suitable plan.</li> <li>• If applicable, review and approve all subordinate local action plans (or return for re-submission if not at a suitable standard).</li> <li>• Ensure your approved region business plan is disseminated to all employees in your region and #PLANNING and is then uploaded to the COMPASS system.</li> <li>• Ensure your region performance reporting occurs in accordance with the COMPASS reporting schedule.</li> <li>• Review your region business plan at least mid-term (Dec-Jan) to confirm the ongoing suitability of the business plan vision, purpose, objectives, priorities, and strategies.</li> <li>• Ensure any new versions of your region business plan are disseminated to all region employees and #PLANNING, then uploaded to the COMPASS system.</li> </ul>
<p><b>Superintendent or Director</b></p>	<ul style="list-style-type: none"> <li>• When notified by the Governance, Audit &amp; Risk Directorate that the business planning process is to commence, confirm with your Assistant Commissioner or Executive Director whether your business unit will be required to develop an Action Plan.</li> <li>• If applicable, appoint a suitable employee to lead the Local level action plan development process as “Command Planner”.</li> </ul>



	<ul style="list-style-type: none"><li>• Ensure a business objectives risk identification and assessment process for your Business Unit has occurred prior to your scheduled region business planning workshop.</li><li>• Attend and contribute to your region business planning workshop.</li><li>• If applicable, attend and contribute to your local action plan workshop. Ensure the workshop outcomes include a list of local priorities and strategies.</li><li>• If applicable, ensure your local action plan has been submitted to your Region Commander / Executive Director for approval. Note: if the plan is not suitable for approval, return it to the Command Planner for submission of a suitable plan.</li><li>• If applicable, ensure your approved local action plan is disseminated to your business unit employees and #PLANNING, then uploaded to the COMPASS system.</li><li>• Ensure a copy of your approved region business plan (and local action plan) are <b>displayed together</b> on at least one noticeboard in the business unit employee-only access area.</li><li>• Ensure your local performance reporting occurs in accordance with the COMPASS reporting schedule.</li><li>• If applicable, review your local action plan at least mid-term (Dec-Jan) to confirm the ongoing suitability of action plan priorities and strategies.</li><li>• Ensure any new versions of your local action plan are approved by your Assistant Commissioner / Executive Director, disseminated to your business unit employees and #PLANNING, then uploaded to the COMPASS system.</li></ul>
<p><b>Command Planner</b></p>	<ul style="list-style-type: none"><li>• (All) When notified by Governance, Audit &amp; Risk Directorate (or your Commander) that the business planning process is to commence, ensure you have obtained copies of templates and any other supporting information disseminated by the Governance, Audit &amp; Risk Directorate, Planning Team.</li><li>• (All) Facilitate a risk identification and assessment process for your Business Unit prior to the scheduled region (or equivalent) business plan workshop.</li><li>• (Region) Contact Governance, Audit &amp; Risk Directorate (#PLANNING) to request a date for when your region business plan workshop may be facilitated by Governance, Audit &amp; Risk Directorate.</li><li>• (Region) Attend your region business plan workshop and keep accurate records of the agreed region business plan vision, purpose, objectives, priorities, and strategies.</li><li>• (Region) Based on the agreed outcomes of the workshop, draft your region business plan using the business plan template and submit to your Assistant Commissioner / Executive Director for final approval.</li></ul>

	<ul style="list-style-type: none"><li>• (Region) Disseminate the approved region business plan to all NSWPF personnel in your region and ensure a printed version is prominently displayed on at least one noticeboard in the employee-only area of the region office.</li><li>• (Region) Disseminate the region business plan to Governance, Audit &amp; Risk Directorate (via #PLANNING) and upload the plan to COMPASS.</li><li>• (PAC / PD / Business Unit) Arrange and facilitate your local action plan workshop and keep accurate records of the agreed priorities and strategies.</li><li>• (PAC / PD / Business Unit) Based on the agreed outcomes of the workshop, draft your local action plan using the action plan template and submit via standard report to your Assistant Commissioner / Executive Director for final approval.</li><li>• (PAC / PD / Business Unit) Disseminate your approved action plan to all NSWPF personnel in your business unit and ensure a printed version is prominently displayed on at least one noticeboard in the employee-only area of the business unit.</li><li>• (PAC / PD / Business Unit) Disseminate your approved action plan to Governance, Audit &amp; Risk Directorate (via #PLANNING) and upload the plan to COMPASS.</li></ul>
<b>Governance, Audit &amp; Risk Directorate (Planning Team)</b>	<ul style="list-style-type: none"><li>• Prepare and maintain Business Planning corporate policy documents on behalf of the Commissioner of Police.</li><li>• Consult with key stakeholders about suitable organisational priorities for mandatory inclusion in all NSWPF business plans.</li><li>• Submit a report to the Commissioner's Executive Team by 1 March every year requesting approval for general business plan objectives, COMPASS performance indicator benchmarks, and any organisational priorities to be included in all NSWPF business plans.</li><li>• Prepare and maintain the currency of business and action plan templates.</li><li>• Initiate the annual NSWPF business and action plan process by 1 April every year.</li><li>• Facilitate or assist with region (or equivalent) business plan workshops.</li><li>• Ensure all business and action plans disseminated to #PLANNING are uploaded to RMS.</li><li>• Submit a report to the CET by 1 August every year detailing compliance with requirements for all relevant commanders and directors to ensure currency of business or action plans.</li><li>• Provide business and action plan training.</li><li>• Ensure adequate business and action plan compliance and governance processes are in place to support NSWPF</li></ul>

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	performance recording and reporting in accordance with relevant legislation or government policy.
<b>All members of the NSWPF</b>	<ul style="list-style-type: none"><li>• Assist in the development of business and action plans as directed by senior personnel in accordance with these guidelines.</li><li>• Know and support the current business and action plan objectives, priorities, risks, and strategies where you work.</li></ul>

## 4 Appendices

### 4.1 Appendix 1 – Customer / Stakeholder Analysis Template

**Instructions:**

1. Identify stakeholders – groups with a vested interest in the command’s core business.
2. Identify and document main concerns and reasonable expectations of the command by stakeholders. Consider policing issues from the perspective of each community / customer / stakeholder; where sources may include feedback from customer surveys, direct communications, complaint data, etc. Be concise and specific when describing this.
3. For each stakeholder issue or expectation identified, assess whether it is reasonable, and currently being addressed / met by the command. Consider available evidence to validate your assessment.

COMMUNITY STAKEHOLDERS		
Stakeholder/s	Stakeholder issues / expectations	Currently being met? (Y/N)
BUSINESS STAKEHOLDERS		
Stakeholder/s	Stakeholder issues / expectations	Currently being met? (Y/N)
OTHER GOVERNMENT STAKEHOLDERS		
Stakeholder/s	Stakeholder issues / expectations	Currently being met? (Y/N)
INTERNAL STAKEHOLDERS		
Stakeholder/s	Stakeholder issues / expectations	Currently being met? (Y/N)

## 4.2 Appendix 2: P.E.S.T.E.L.O. Analysis Template

**Purpose:** To identify political, economic, social, technological, environmental, legal, and organisational factors in the external operating environment and understand how these factors impact on the NSWPF / Command.

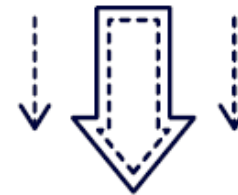
<b>POLITICAL</b>	
<b>Key Trend or Development</b>	<b>Explain the impact on the Command and whether the impact is positive or negative</b>
<b>ECONOMICAL</b>	
<b>Key Trend or Development</b>	<b>Explain the impact on the Command and whether the impact is positive or negative</b>
<b>SOCIAL</b>	
<b>Key Trend or Development</b>	<b>Explain the impact on the Command and whether the impact is positive or negative</b>
<b>TECHNOLOGICAL</b>	
<b>Key Trend or Development</b>	<b>Explain the impact on the Command and whether the impact is positive or negative</b>
<b>ENVIRONMENTAL</b>	
<b>Key Trend or Development</b>	<b>Explain the impact on the Command and whether the impact is positive or negative</b>
<b>LEGAL</b>	
<b>Key Trend or Development</b>	<b>Explain the impact on the Command and whether the impact is positive or negative</b>
<b>ORGANISATIONAL</b>	
<b>Key Trend or Development</b>	<b>Explain the impact on the Command and whether the impact is positive or negative</b>

### 4.3 Appendix 3: S.W.O.T. Template

#### STRENGTHS

**EXAMPLES:**

- Professional and well trained.
- Responsive customer service.
- Regular risk assessments are developed to evaluate and mitigate potential risks.



#### WEAKNESSES

**EXAMPLES:**

- Lack of capability and resources.
- Absence of diversity training and skills development for engaging with CALD.

#### OPPORTUNITIES

**EXAMPLES:**

- Collaborate with local communities to identify suitable avenues for youth diversion.
- Create an adaptable operational framework to ensure swift command responses to emerging issues.



#### THREATS

**EXAMPLES:**

- Alcohol remains a significant factor in criminal incidents.
- Presence of mental health issues within the community continues to present challenges concerning both offending and victimisation.

