



LECC
Law Enforcement
Conduct Commission

Reconciliation Action Plan

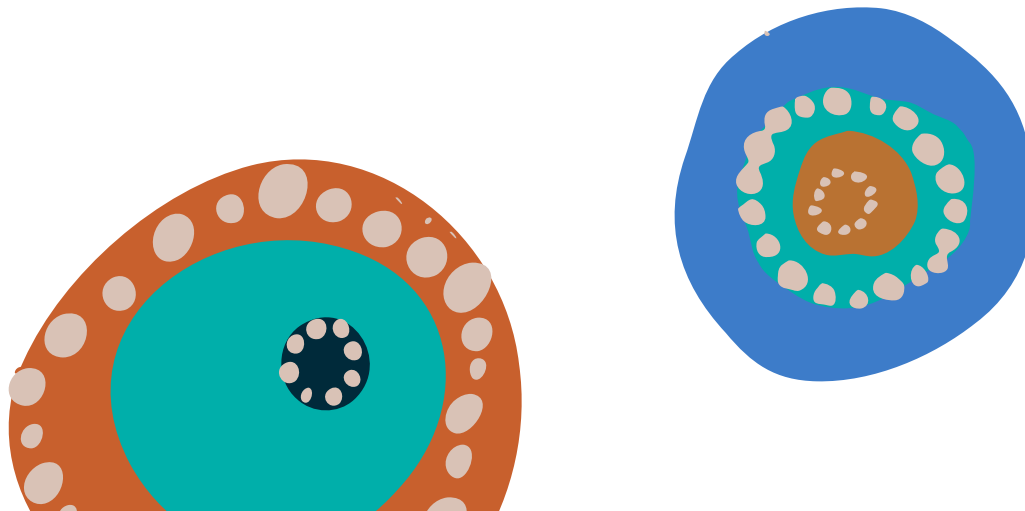
October 2023 - October 2024



Acknowledgement of Country



The Law Enforcement Conduct Commission acknowledges and pays respect to the Traditional Owners and Custodians of the lands on which we work. We recognise the continuing connection of First Nations people to the lands and waters of NSW and pay our respects to the First Nations Elders, past and present.



Foreword

I am proud to introduce the Law Enforcement Conduct Commission's inaugural Reconciliation Action Plan.

The Commission's jurisdiction covers all of New South Wales, from the lands of the Bundjalung people in the North, the Barkindji and Barindji in the West and the Yuin and the Yorta Yorta peoples in the South.

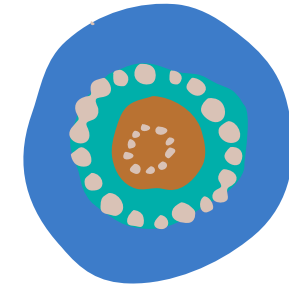
Our office sits on the lands of the Gadigal people of the Eora nation. I pay my respects to First Nations peoples across New South Wales, to their Elders past and present. I acknowledge their strength and their unceded connection to Country.

The Commission provides independent oversight of the NSW Police Force and the NSW Crime Commission. Our oversight promotes the integrity and good reputation of NSW law enforcement agencies and helps to foster public trust in those organisations.

Law enforcement agencies have a long and troubled history with First Nations communities. Many of the Commission's reports and investigations have focused on the ongoing

impact of law enforcement on First Nations peoples. NSW law enforcement agencies have expressed a desire to change their relationship with First Nations communities. As the oversight body, the Commission has a responsibility to positively influence that relationship.

By committing to a Reconciliation Action Plan, the Commission recognises that to effectively influence others, we must also do our own work towards reconciliation. We need to learn more about the truth of our national history and improve our understanding of Aboriginal and Torres Strait Islander cultures, histories and knowledge. We look forward to building stronger connections with First Nations communities across NSW. We aim to increase our First Nations staff and the use of First Nations businesses. Our aim for this and future RAPs is to make the Commission an organisation that is trusted by First Nations peoples - as an employer and as an oversight agency.



The Hon Peter Johnson SC
Chief Commissioner

Message from RA



Reconciliation Australia welcomes the Law Enforcement Conduct Commission (LECC) to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

LECC joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

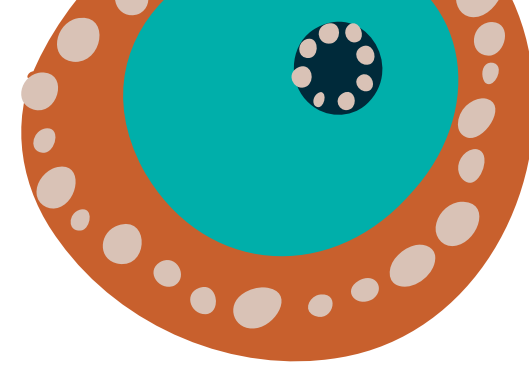
This Reflect RAP enables LECC to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Congratulations LECC,
welcome to the RAP program,
and I look forward to following
your reconciliation journey in
the years to come.



Artwork



Sand Dunes

Clans people journey to a camping place on sun-bleached sands along weathered shores. Food is prepared and stories are shared around the fire near their shell middens.



Artwork and Design by Balarinji

Our Business



The LECC is an independent civilian agency. Our role is to oversight the NSW Police Force (NSWPF) and the NSW Crime Commission (NSWCC) and to help maintain public trust and confidence in the integrity of these organisations. We do this through:

- Independent oversight (including, where appropriate, real-time monitoring/review) of the complaints handling by the NSWPF and the NSWCC, as well as real time monitoring of the NSWPF's critical incident investigations.
- Independent detection, investigation and exposure of serious misconduct and serious maladministration within the NSWPF and the NSWCC that may have occurred, be occurring, be about to occur or that is likely to occur.
- Research activities that prevent misconduct and maladministration within the NSWPF and NSWCC.

We have oversight over the NSWPF and the NSWCC throughout New South Wales.

Although we are independent, we have good working relationships with the NSWPF and the NSWCC. We also work with other integrity agencies, the Director of Public Prosecutions, and the Coroner. We regularly engage with academic, legal and advocacy organisations who are interested in the way in which police operate.

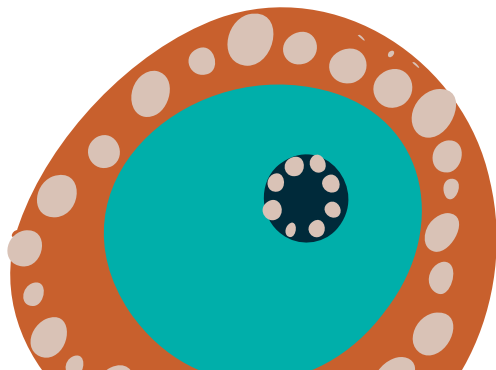
The Commission has a staff of about 100 people. Our office is in the Sydney CBD. However, our staff often travel to other parts of NSW to attend critical incident sites, to meet with witnesses or to meet with stakeholders. At the moment, only one of our staff members identifies as an Aboriginal person. This is a statistic we are keen to change.

Image: Jason Timor, Stonecrab



Our RAP

The Law Enforcement Conduct Commission is committed to earning the trust and confidence of the citizens of NSW. We are an independent agency, responsible for promoting the integrity and good reputation of the NSW Police Force and the NSW Crime Commission. We recognise that since first contact, the NSW Police Force has a long history with Aboriginal and Torres Strait Islander communities. This history has often been adversarial. We have a responsibility to be part of the reconciliation movement given our ability to influence institutions, systems and behaviour that directly impact Aboriginal and Torres Strait Islander peoples and communities. When we asked our staff about why a RAP was important for the LECC, they said:



We have the opportunity to improve the relationship with the police and the First Nations community.

We don't reflect the community we serve in terms of employment representation.

We have the potential to build a bridge of trust with the First Nations community.

We must first learn, understand, and then engage.

There is an opportunity for us to create safer workplaces to attract Indigenous candidates.

We can have an influence on police personnel through a systematic perspective.

We need to build trust over time with the Aboriginal and Torres Strait Islander community.

We will have more credibility with the police force with our genuine commitment to reconciliation.

The Commissioner of the Law Enforcement Conduct Commission is proud to be the LECC's RAP Champion. This reflects the importance of the RAP to our organisation. The RAP has also been included in the LECC's most recent Strategic Plan.

The LECC's Reflect RAP was developed by a RAP Working Group under the guidance of Badu Island man Jason Timor from Stonecrab. The Working Group had representatives from across the Commission and included the LECC's only First Nations employee.

The Reflect RAP Implementation Working Group will be established as soon as the Reflect RAP has been approved by Reconciliation Australia. It will include representatives from all teams in the Commission through a call for EOIs. We hope that employees who identify as First Nations will be keen to be involved again. However, the LECC acknowledges that being the First Nations voice on a Working Group is a heavy cultural load. So, the LECC will also engage a First Nations consultant to work with the Working Group to share that load.

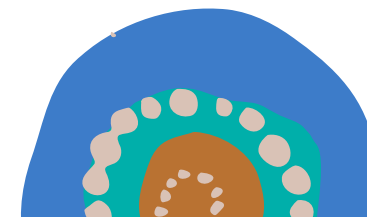
Image: Jennifer Newman, a Wiradjuri woman and weaver of yarns took LECC staff on a guided walk through some of the First Nations cultural sites in central Sydney.



Our Commitments

Relationships

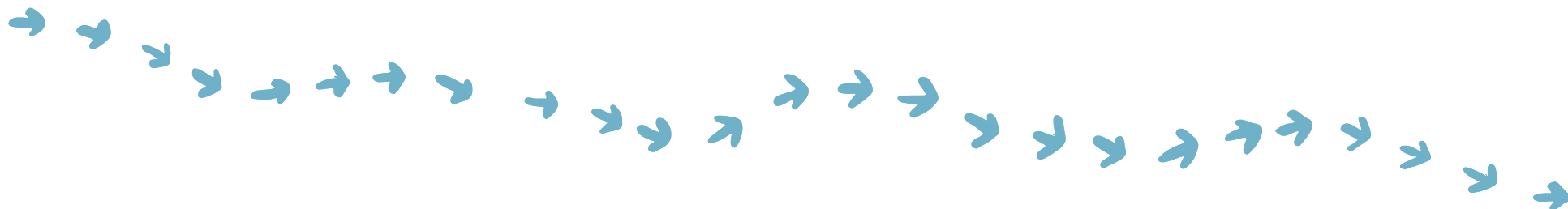
| Action | Deliverable | Timeline | Responsibility |
|---|--|----------------------|---------------------------------|
| | Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. | November 2023 | Commissioner |
| Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. | Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. | March 2024 | Manager, Prevention & Education |
| | Develop partnerships with key Aboriginal and Torres Strait Islander service providers e.g. Aboriginal Legal Service, to improve engagement with the Community. | October 2024 | Commissioner |
| | Establish the Reconciliation Working Group, with a First Nations consultant to ensure a strong First Nations voice. | October 2023 | Commissioner |
| Build relationships through celebrating National Reconciliation Week (NRW). | Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. | May 2024 | RAP Working Group Chair |
| | RAP Working Group members to participate in an external NRW event. | 27 May – 3 June 2024 | RAP Working Group Chair |
| | Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. | 27 May – 3 June 2024 | CEO |



Our Commitments

Relationships

| Action | Deliverable | Timeline | Responsibility |
|---|---|---------------|--------------------------|
| | Communicate our commitment to reconciliation to all staff. | October 2023 | Chief Commissioner |
| Promote reconciliation through our sphere of influence. | Identify external stakeholders that our organisation can engage with on our reconciliation journey. | October 2024 | RAP Working Group Chair |
| | Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. | March 2024 | RAP Working Group Chair |
| Promote positive race relations through anti-discrimination strategies. | Research best practice and policies in areas of race relations and anti-discrimination. | December 2023 | Manager, Human Resources |
| | Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. | April 2024 | CEO |
| | Research approaches to incorporate Aboriginal and Torres Strait Islander perspectives into LECC decision making e.g. complaint assessments, witness interviews. | June 2024 | Commissioner |



Our Commitments

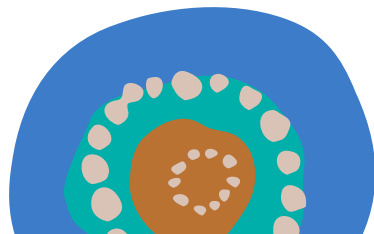
Respect

| Action | Deliverable | Timeline | Responsibility |
|---|---|-------------------------|---------------------------------|
| Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. | December 2023 | Commissioner |
| | Conduct a review of cultural learning needs within our organisation. | March 2024 | CEO |
| | Launch LECC cultural insights learning sessions for all staff to support LECC's commitment to reconciliation. | April 2024 | Executive Director, Operations |
| Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. | Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. | June 2024 | Manager, Prevention & Education |
| | Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. | December 2023 | RAP Working Group Chair |
| Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. | Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. | July 2024 | RAP Working Group Chair |
| | Introduce our staff to NAIDOC Week by promoting external events in our local area. | June 2024 | Chief Commissioner |
| | RAP Working Group to participate in an external NAIDOC Week event. | First week in July 2024 | RAP Working Group Chair |

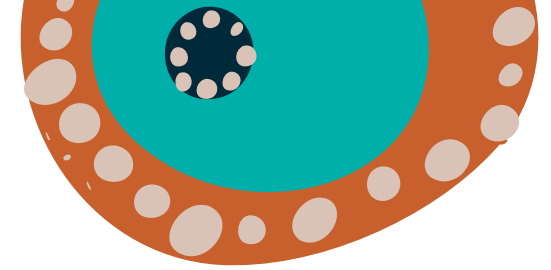
Our Commitments

Opportunities

| Action | Deliverable | Timeline | Responsibility |
|--|---|---------------|--------------------------|
| Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. | Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. | November 2023 | Manager, Human Resources |
| | Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. | March 2024 | Manager, Human Resources |
| | Review vetting process for direct entry employment opportunities with a focus on Aboriginal and Torres Strait Islander cultural perspectives. | April 2024 | CEO |
| Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. | Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. | November 2023 | CEO |
| | Investigate Supply Nation membership. | October 2023 | CEO |
| | Educate targeted LECC staff on Supplier Delivery and engaging Aboriginal and Torres Strait Islander businesses. | March 2024 | CEO |
| | Create a LECC Aboriginal and Torres Strait Islander Supplier list. | February 2024 | Chair, RAP Working Group |



Our Commitments



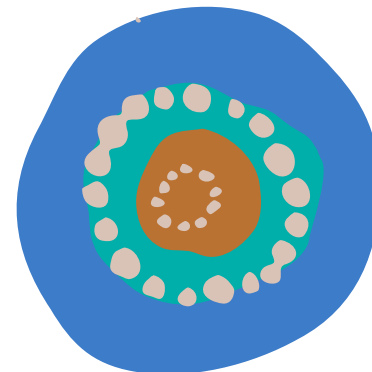
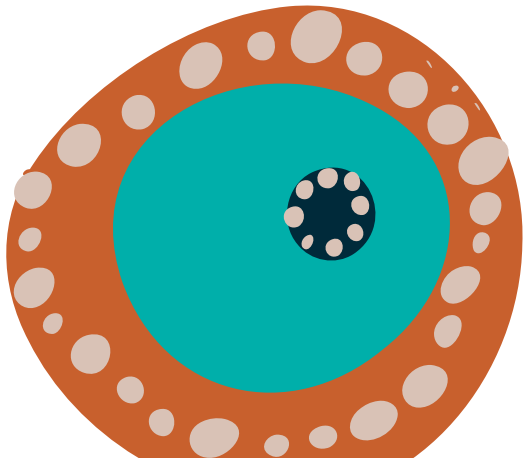
Governance

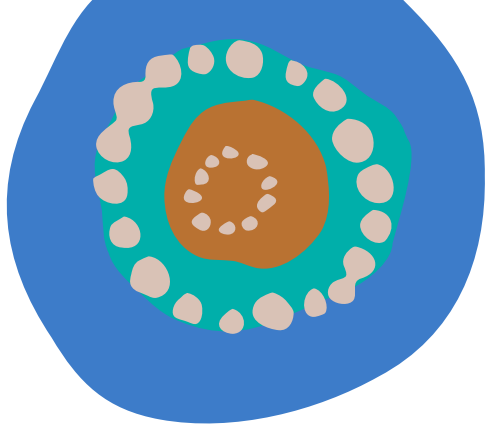
| Action | Deliverable | Timeline | Responsibility |
|---|--|---------------|----------------|
| Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP. | Form a RWG to govern RAP implementation. | October 2023 | Commissioner |
| | Draft a Terms of Reference for the RWG. | October 2023 | Commissioner |
| | Establish Aboriginal and Torres Strait Islander representation on the RWG. | October 2023 | Commissioner |
| Provide appropriate support for effective implementation of RAP commitments. | Define resource needs for RAP implementation. | November 2023 | CEO |
| | Engage senior leaders in the delivery of RAP commitments. | November 2023 | Commissioner |
| | Continue to appoint a senior leader to champion our RAP internally. | March 2024 | Commissioner |
| | Define appropriate systems and capability to track, measure and report on RAP commitments. | November 2023 | CEO |

Our Commitments

Governance

| Action | Deliverable | Timeline | Responsibility |
|--|---|------------------------|----------------|
| Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. | June annually | Commissioner |
| | Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. | 1 August annually | Commissioner |
| | Complete and submit the annual RAP Impact Survey to Reconciliation Australia. | 30 September, annually | Commissioner |
| Continue our reconciliation journey by developing our next RAP. | Register via Reconciliation Australia's website to begin developing our next RAP. | August 2024 | Commissioner |





Contact details

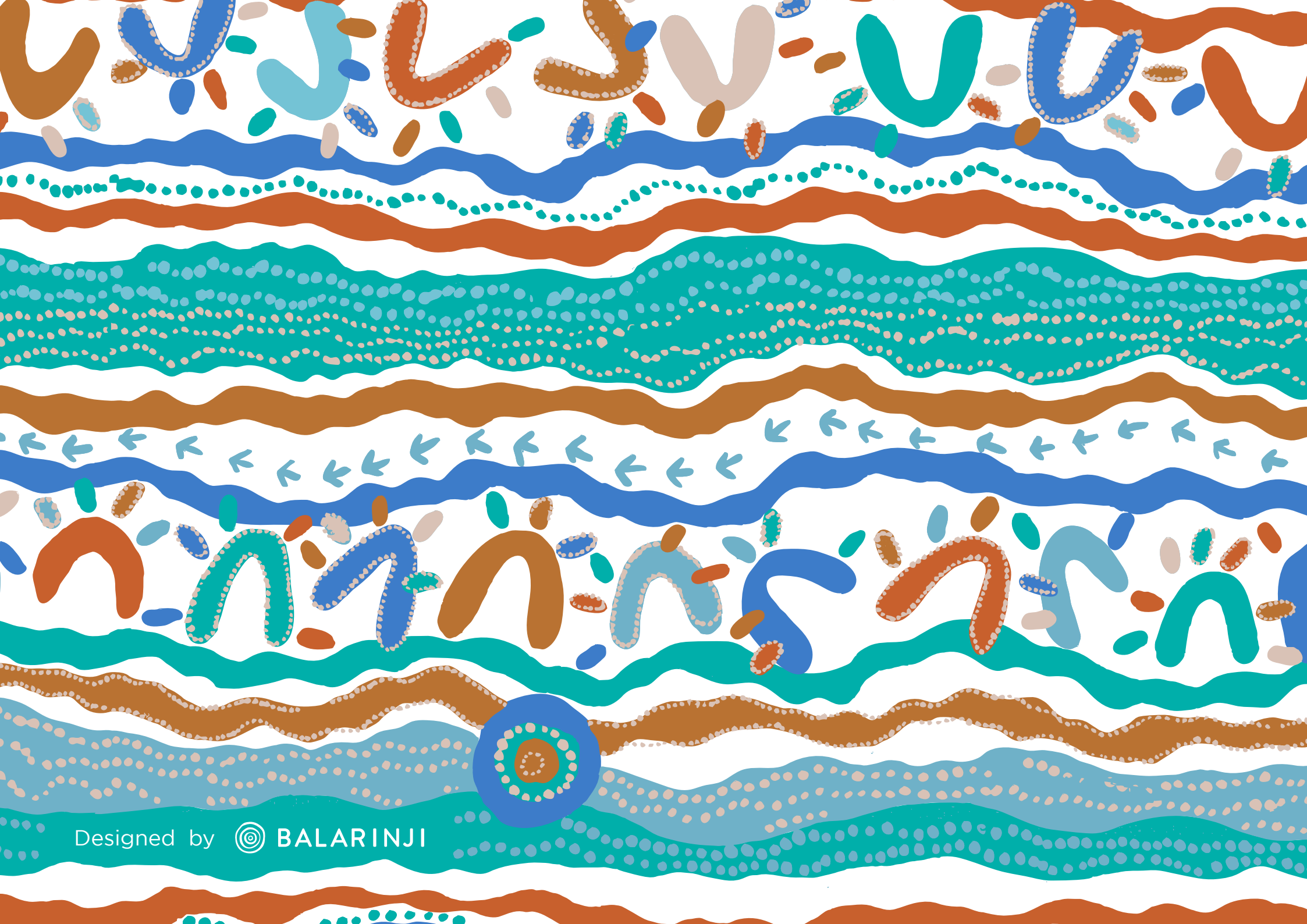
Anina Johnson

Commissioner

Ph: 9321 6700

Email: contactus@lecc.nsw.gov.au

Image: Jennifer Newman, a Wiradjuri woman and weaver of yarns took LECC staff on a guided walk through some of the First Nations cultural sites in central Sydney.



Designed by © BALARINJI