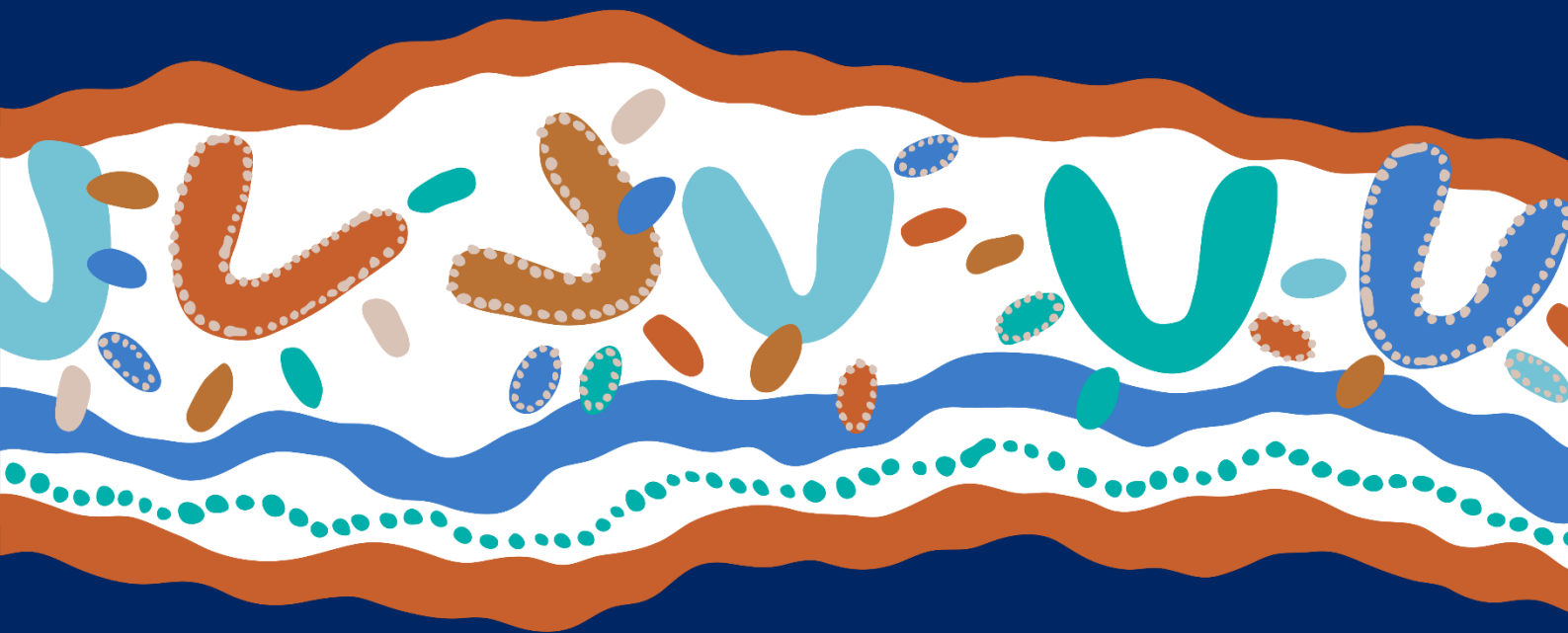


LECC

Law Enforcement
Conduct Commission

Strategic Plan

2026 – 2029



Acknowledgement of Country

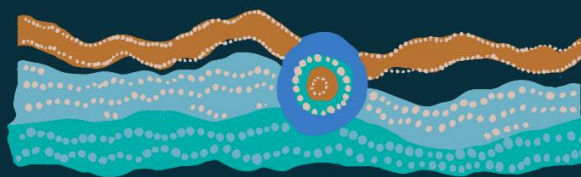
An excerpted graphical element of the Sand Dunes artwork has formed part of the Commission's Acknowledgement of Country graphic design since 2021.

The artwork tells the story of clan people's 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.

The original Sand Dunes artwork is gouache on paper and part of the Balarinji art collection acquired by the National Museum of Australia in 2009. The collection comprises 409 individual art works, predominantly gouache on paper, created by the Balarinji design studio. The works were created by John and Ros Moriarty and various artists, both Indigenous and non-Indigenous, who were part of the Balarinji team.

This artwork features in the Commission's first Reconciliation Action Plan, which was launched in October 2023.

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.



*Sand Dunes (1991, Licensed reproduction, ink on canvas)
John and Ros Moriarty, Balarinji Design Studio, Jumbana Group*

Contents

Message from the Chief Commissioner	4
Message from the CEO.....	5
The LECC – Who we are and what we do.....	6
About us	6
Our legislative mandate and governance.....	6
Strategy Overview	7
Purpose.....	7
Vision	7
2026 – 2029 Strategic Priorities.....	7
Values.....	7
Strategic Priority 1: Awareness and Accessibility	8
Strategic communications, engagement, and accessibility.....	8
Enhanced complaints management	8
Key activities:	8
Measures of success:	8
Strategic Priority 2: A Data Driven Agency	9
Intelligence and data enablement	9
Enhanced technical capability	9
Key activities:	9
Measures of success:	9
Strategic Priority 3: Valuing Our People	10
Continuing to build a courageous, collaborative, and innovative culture.....	10
Enabling the capability of our people leaders	10
Building an agile workforce	10
Key activities	10
Measures of success	10

Message from the Chief Commissioner

As the independent oversight body for NSW law enforcement agencies, the Commission's role is to promote the integrity and positive reputation of NSW law enforcement. We do this by:

- ensuring that misconduct within law enforcement agencies is reported, investigated, and dealt with appropriately
- driving systemic change.

The Commission is uniquely positioned to use its insights, intelligence and experience to contribute to broad improvements across the law enforcement system.

To be a successful law enforcement watchdog, the NSW community as a whole needs to be aware of who we are and the work that we do. When the community does engage with us, we also need to ensure that we deliver a timely and accessible response.

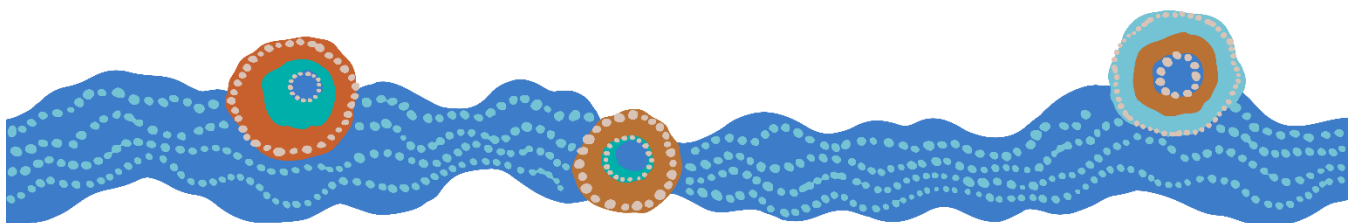
The nature of law enforcement and oversight is becoming increasingly complex. Technology, digital communication, data analytics and emerging technologies are changing both the operating environment and the nature of potential misconduct risks. We need to leverage these systems ourselves to full effect.

Our people remain our greatest strength and are central to delivering our goals. Attracting, developing and retaining highly skilled staff is critical to our success. We will continue to invest in leadership, capability development and employee experience. Recent culture development work has provided a strong platform to strengthen collaboration, inclusion and shared accountability across the Commission.

As the Commission enters its second decade of operation, it has built a strong reputation for independence, trustworthiness and expertise. Our 2026–2029 Strategic Plan will build on this foundation, ensuring we remain responsive to emerging challenges and continue to strengthen the integrity of NSW law enforcement.



The Hon Peter Johnson SC
Chief Commissioner



Message from the CEO

Our 2026-29 Strategic Plan sets our direction and priorities for the next three years.

As we celebrate our achievements and look ahead to the future it is clear our environment is becoming more complex and demanding.

Through prioritising the capability and adaptability of both our people and systems, this strategic plan will deliver on our vision of being a highly effective, independent oversight body, with the confidence of the community.

We will do this through:

- increasing community awareness and accessibility
- becoming a data driven agency
- continued investment in our people.

In the first 12 months we will focus on developing a communications framework, improving accessibility, and optimising our complaints management processes and systems. We will lay the groundwork to strengthen digital tools and ensure sound governance over the collection and use of quality data that generates actionable insights and supports evidence-based decisions. We will continue to invest in our people, increasing workforce capability and resilience by supporting our strong connected culture.

As we continue to invest in secure fit for purpose systems and digital tools, we will enhance our reach and effectiveness, our processes will be streamlined, and our staff will be able to do their job well.

This strategic plan will position the Commission as a more accessible, data-driven, and future-focused organisation delivering greater value to the community and strengthening confidence in law enforcement oversight across New South Wales.



Christina Anderson
Chief Executive Officer



The LECC – Who we are and what we do

About us

As an independent civilian agency, it is the role of the LECC 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.

Our work includes:

- i) Independent detection, investigation and exposure of serious misconduct and serious maladministration within the NSWPF and the NSWCC.
- ii) 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.
- iii) Identifying systemic issues that are likely to be conducive to misconduct and/or maladministration and making recommendations for change.

Critical to our work is receiving and assessing complaints. We consider complaints that we receive directly from members of the public and those that are made to the NSWPF. The *Law Enforcement Conduct Commission Act 2016* (LECC Act) says that the NSWPF and the NSWCC have primary responsibility for managing complaints about their organisation, and most complaints are referred to the NSWPF or NSWCC for investigation. The LECC will then oversee the way in which that complaint is dealt with.

If there is a complaint of serious misconduct or maladministration by employees of the NSWPF or the NSWCC, the LECC may decide to independently investigate it.

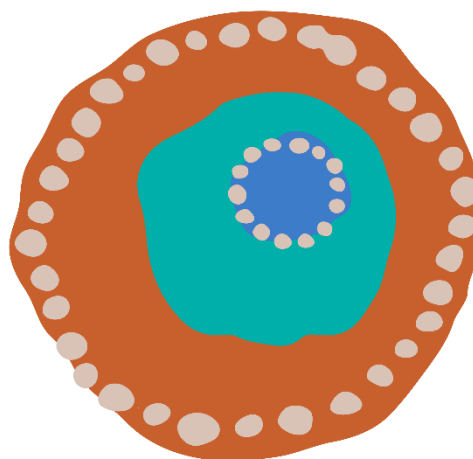
Our legislative mandate and governance

The LECC was established in 2017. The LECC Act governs all aspects of the LECC's work.

The *Public Interest Disclosures Act 2022* also governs how we handle complaints and information provided to us regarding misconduct.

We operate independently of the agencies we oversight and are not subject to the control or direction of the Premier or any Minister in the exercise of our functions. We are accountable to the people of NSW and are subject to scrutiny by:

- The Inspector of the LECC
- The Parliamentary Joint Committee.



Strategy Overview

Purpose

Improving community trust in law enforcement by maintaining and enhancing accountability and integrity of NSW law enforcement agencies.

Vision

A highly effective, independent oversight body that works constructively with the NSW Police Force and the NSW Crime Commission to prevent, detect and investigate serious and systemic corruption, misconduct and maladministration.

2026 – 2029 Strategic Priorities



Awareness and Accessibility

LECC will strengthen community confidence, accessibility and engagement.

This priority focuses on ensuring the community, stakeholders and partner agencies better understand the role of LECC, can engage with the Commission more easily and experience responsive, professional and accessible services.

Through contemporary communication channels, improved complaints handling processes, and targeted engagement strategies, LECC will strengthen public trust, transparency and accountability across the law enforcement oversight environment.



A Data Driven Agency

LECC will focus on becoming a data driven agency.

Through enhanced technical capability and with access to better intelligence and data, we will enable our staff with better tools.

We will develop operational systems to allow access to accurate data which can be analysed and utilised to generate actionable insights that inform evidence-based decision making, priorities and resource allocation.

We will leverage emerging technology and enhance current systems to optimize our data driven strategy.



Valuing Our People

LECC will build on the significant culture and capability work already undertaken across the Commission to create an environment where our people can perform at their best, adapt to changing demands and continue to deliver impact for the community.

We will continue to invest in our people by strengthening leadership capability, developing future skills, fostering inclusion and collaboration.

Through these efforts, we will build a high-performing organisation that attracts, develops and retains talented people who are committed to integrity, accountability and public service.

Values

Accountability

Fairness

Integrity

Respect

Strategic Priority 1:

Awareness and Accessibility

LECC will strengthen community confidence, accessibility, and engagement by improving how the Commission communicates, delivers services, and supports access to information.

This priority focuses on ensuring the community, stakeholders and partner agencies better understand the role of LECC, can engage with the Commission more easily, and experience responsive, professional, and accessible services.

Through contemporary communication channels, improved complaints handling processes, and targeted engagement strategies, LECC will strengthen public trust, transparency, and accountability across the law enforcement oversight environment.

Strategic communications, engagement, and accessibility

Through inclusive and accessible systems and processes we will improve public access to LECC information and services.

We will strengthen engagement with diverse, regional, and vulnerable communities and through targeted contemporary communication and greater visibility of LECC achievements, insights, and public reporting we will continue to build public awareness, understanding and confidence in LECC's role and function.

Enhanced complaints management

We will improve complaint processing timeframes and workflow efficiency, enhancing consistency and quality of complaint assessments, improving our data collection, intelligence capability and reporting, reducing administrative burden on staff, and increasing our organisational capacity to respond to complaint volumes and emerging issues.

Key activities:

- Expand targeted outreach within First Nations, diverse and vulnerable communities.
- Enhance LECC's accessibility, usability, and public-facing content.
- Develop accessible resources explaining LECC functions, complaint pathways and investigative processes.
- Optimise the assessment of complaints and workflow processes.
- Implement automation and technology-enabled efficiencies where appropriate.
- Establish a social media and digital communications approach.

Measures of success:

- Increased efficiency in complaint processing with improved workflows and reduced timeframes.
- Enhanced engagement across digital and communication platforms.
- Increased reach and accessibility of LECC publications and reports.



Strategic Priority 2:

A Data Driven Agency

Over the next 3 years we will focus on becoming a data driven agency through leveraging emerging technologies and enhancing our current systems.

Through enhanced technical capability and with access to better intelligence and data we will enable our staff, make informed decisions, and prioritise resources to match demand.

Intelligence and data enablement

We will develop the LECC's operational systems to allow access to accurate data which can be analysed and utilised to generate actionable insights that inform evidence-based decision making, priorities and resource allocation.

Our objectives include better decision making based on evidence, improving the accuracy, flow, and integration of data to leverage insights more effectively across multiple teams, and enhancing our ability to identify emerging risks and trends.

Enhanced technical capability

We will leverage emerging technology and enhance current systems to optimise our data driven strategy. This will support operational and corporate functions, drive efficiencies, and reduce the resource burden on staff.

We will do so through process improvements to support future workflows, by providing greater accessibility to data and analytical tools across the Commission, including future proofing current and legacy systems and leveraging cloud-based technology.

Key activities:

- Review current systems and prioritise the development of enhanced business and operational systems.
- Develop the Commission's AI capability.
- Automate data collection and allow greater integration of data across LECC.
- Strengthen the data governance framework.

Measures of success:

- Improved ability to identify emerging risks and trends.
- Increased productivity realised through better access to analysis tools.
- A secure, and governed AI capability is implemented, underpinned by improved data quality and governance, enabling responsible AI adoption.



Strategic Priority 3:

Valuing Our People

As the operating environment evolves, we must be able to respond to changing operational demands while maintaining excellence in our core functions. This requires a workforce that is agile, capable, and supported by effective leaders, with clear opportunities for development and a strong organisational culture.

Continuing to build a courageous, collaborative, and innovative culture

Our objective is to be an organisation where our staff can operate with honesty, accountability, and integrity. As part of an agile and innovative workforce, our staff are confident to generate new ideas, ask questions, share knowledge, and engage in courageous conversations.

Enabling the capability of our people leaders

We will invest in leadership and professional capability development to ensure our people are empowered and equipped to deliver the Commission's priorities.

Our objective is to strengthen leadership effectiveness, reinforce organisational values and create an environment where staff feel safe, valued, and supported to perform at their best.

Building an agile workforce

Our objective is to create an agile workforce that can adapt to emerging operational demands, leverage existing expertise across the organisation, and provide staff with broader development opportunities through greater visibility of skills and experience.

Key activities

- Continue implementing the Culture Plan developed in 2025.
- Enhance leadership development programs for current and emerging leaders.
- Strengthen workforce planning approaches to support flexible deployment of resources and improve organisational responsiveness to emerging priorities.

Measures of success

- Improved staff engagement.
- Increased visibility of workforce capabilities and skill gaps, including through development of a workforce capability database.
- Improved staff confidence in leadership capability and decision making.

