

LECC

Law Enforcement
Conduct Commission

Charting our way forward Strategic Plan

2020-2023

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Message from the Chief Commissioner

We are pleased to introduce the Law Enforcement Conduct Commission's 2020-23 strategic plan.

This strategic plan is the first plan devised by the Commission itself since its creation three years ago. It is informed by the experiences of the Commission over the last three years and it addresses the purpose of the Commission over the next three years.

The plan recognises that this is an independent body responsible for the oversight of the New South Wales Police Force and the Crime Commission. As such we must carry out our functions without fear or favour and with a view to assuring the community that policing in this state is carried out in a responsible and appropriate manner. We recognise that the policing bodies have the same ambitions and often our efforts will be collaborative. There are other times when the Commission acts independently and it has been given powers of investigation to enable it to do so.

This plan also acknowledges that although we act independently of the Government we are still responsible to the community because we are funded by the community and accordingly we should carry out our functions efficiently and earn the trust and respect of the community.

This plan sets out our aims over the next three years, how we hope to achieve them and how we will report on the success of our efforts. We aim to have the confidence and trust of the community in our diligence and integrity and through that for the community to have trust and respect for the policing agencies in New South Wales.



The Hon R O Blanch AM QC
Acting Chief Commissioner

The organisation at a glance

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 that may have occurred, be occurring, be about to occur, or that is likely to occur.
- (ii) Independent oversight (including, where appropriate, real time monitoring/ review) of complaints handling by the NSWPF and the NSWCC, as well as real time monitoring of the NSWPF's critical incident investigations.
- (iii) Research activities to prevent misconduct and maladministration within the NSWPF and the NSWCC by:
 - identifying systemic issues that are likely to be conducive to misconduct and/or maladministration;
 - assessing the effectiveness and appropriateness of their procedures relating to the legality and propriety of the activities of their officers;
 - encouraging collaborative evaluation of opportunities for, and implementation of, desirable changes in such procedures; and
 - making recommendations with respect to education and training about prevention of officer misconduct and officer/ agency maladministration.

Critical to our work is receiving and assessing complaints and notifications. Complaints come to the LECC in a number of ways, including members of the public and police, the NSWPF complaints management database, and Public Interest Disclosures, amongst other things.

All complaints are assessed internally by the LECC. Complaints which may indicate employees of the NSWPF or NSWCC have engaged in serious misconduct/ maladministration may be investigated independently by the LECC. The balance of complaints not directly investigated by the LECC are referred to NSWPF/ NSWCC for action, and may be the subject of either

oversight monitoring (where LECC investigators monitor the police's investigation of a complaint in real time) or oversight review (where LECC investigators review the NSWPF's investigation of a complaint).

Our legislative mandate and governance

The *Law Enforcement Conduct Commission Act 2016* (LECC Act) governs all aspects of the LECC's work. We are also subject to the *Privacy and Personal Information Protection Act 1998*, and the *Public Interest Disclosures Act 1994* (PID Act) in terms of how we handle complaints and information provided to us regarding misconduct.

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

- The Inspector of the LECC
- Parliamentary Joint Committee

The LECC is also subject to a comprehensive accountability framework to ensure our powers are not abused and we meet our legislative responsibilities.

Our history

The Law Enforcement Conduct Commission commenced operations on 1 July 2017. The LECC was formed following the review of police oversight by former NSW Shadow Attorney General Mr Andrew Tink AM (the Tink Review), which recommended the establishment of a single civilian oversight body for the NSWPF and the NSWCC to help streamline and strengthen the oversight of these bodies.

The LECC replaced the Police Integrity Commission and the Police Compliance Division of the Office of the Ombudsman, and has also been given additional oversight powers concerning police investigations into critical incidents.

The LECC has laid a strong foundation which this new strategic plan builds on.

Strategic context – key opportunities and challenges

To be successful, the LECC's strategy needs to respond to its current and future context.

The environment within which we operate is evolving and the complexity of complaints we receive is increasing. Adding to that is uncertainty relating to the influence of COVID-19 on our ways of working and on Government policy and funding. In order to meet the challenges arising from this environment, we must adapt in a way that enables us to continue to meet the demands and expectations of the public we serve.

External context

- Among the challenges we will face in the next three years is the impact of a likely increase in complaint numbers due to a growing NSW Police Force with 1,500 new officers - the biggest increase in police officer numbers in more than three decades. This means that more than ever, collaboration with the NSWPF and NSWCC will be critical to our success. The LECC will therefore need to continue enhancing its relationships and collaboration with these organisations while maintaining its independence.
- The LECC must adapt to meet and better manage evolving stakeholder expectations from both the Government and the public, with a strong focus on quality, timeliness and responsiveness. This also means embracing changes to stakeholder communication and engagement approaches, for example understanding how to leverage new approaches and tools such as social media to help inform others of what we do and to draw insights on what really matters to them.
- Given the economic outlook and the impact of COVID-19 on government funding priorities, financial pressures are expected to intensify over time. This, coupled with the adoption of outcome-based budgeting, will necessitate smarter prioritisation and improved resource allocation. As part of this, we recognise the value of prevention work and using thematic reviews to address specific, identifiable issues that arise from complaints and observations to better target the LECC's efforts.

- The LECC must also keep pace with digital disruption, as:
 - (i) more information is available than before, requiring advanced data analytical skills which are in high demand;
 - (ii) advances in digital transformation and communication encryption may present challenges in misconduct detection; and
 - (iii) cyber security challenges will become more prominent – especially given the accelerated transition to digital and online activities by individuals and organisations due to COVID-19.

Internal context

- The LECC has a continued focus on undertaking its work in an efficient and proportionate manner. This includes adopting new business processes and improved measurement. We will also need to leverage the learnings from working throughout the COVID-19 pandemic to introduce greater flexibility in our ways of working and to pilot and embed new technologies to collaborate and engage with others.
- Our staff are integral to achieving our purpose and role. We will therefore continue to need effective recruitment and retention strategies to maintain our highly skilled and experienced staff.
- Having only been in operation for three years and historically operating as two different organisations, there is an opportunity to further enhance and build our collaborative culture, underpinned by our values.

'Strategy on a page'

Purpose

Improve community trust in law enforcement by maintaining and enhancing the 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.

2020-2023 Strategic Priorities

Build trust with the NSWPF and NSWCC

Develop and maintain productive and collaborative relationships with the NSWPF and the NSWCC whilst demonstrating independence and objectivity to achieve greater accountability in the provision of law enforcement in NSW.

Improve efficiency and effectiveness

Improve efficiency and effectiveness with a focus on the integration of technology and contemporary analytical processes, whilst ensuring all the LECC's functions are underpinned by structured, proportionate and accountable decision making.

Increase impact and awareness

Maintain and build confidence in the LECC's work and impact by providing practical research and recommendations, reporting on outcomes and achievements, and enhancing community awareness of our independent role.

People focus

The LECC is comprised of high performing people who have a common sense of purpose and strive for continuous improvement. The organisation values people as its most important asset.

Collaborative culture

The LECC has an inclusive and collaborative culture that benefits from our shared knowledge and capability.

Values

Accountability

Trust

Integrity

Collaboration

Service

Strategic Priority 1

Build trust with the NSWPF and NSWCC

Over the next three years, the LECC will develop and maintain productive and collaborative relationships with the NSWPF and the NSWCC to ensure the flow of information to support the strengthening of integrity in law enforcement whilst developing trust. Integrity strengthening will benefit law enforcement in NSW and in turn the community. The LECC will focus on relevant and timely engagement with agencies to foster greater trust through a common purpose. The LECC will encourage and participate in relationship building whilst demonstrating independence and objectivity to achieve greater accountability in the provision of law enforcement in NSW by ensuring the complaint management processes, investigations, oversight and preventions and education functions are open, fair and accountable.

Our initiatives

Open dialogue

We will work with the NSWPF and the NSWCC at appropriate levels to minimise serious misconduct. To support this, the LECC will collaborate in relevant investigations, projects and information relating to law enforcement activity impacted by the threat of serious misconduct.

To achieve this, the LECC will arrange, participate in and encourage frequent scheduled meetings with the NSWPF and the NSWCC at Command and other levels. These meetings will focus on areas of concern to all parties including the community and to foster activities of mutual benefit and to provide timely advice that is actionable and reasonable.

We will work closely with those agencies to ensure LECC investigations outcomes, recommendations, requests and suggestions are provided in a timely manner, are actionable, pragmatic and informed and we will track and learn from the responses of the agencies.

Conduct awareness and engagement sessions

We will collaborate with the NSWPF and NSWCC to increase the influence and awareness of the LECC in those agencies, including conducting structured sessions with NSWPF Education and Training to inform and educate officers. This will be aimed at the recruit, Constables, Detective and Commissioned Officers to provide positive information to enhance awareness and trust in the LECC, as well as strengthen integrity.

Such engagement can be assisted by the preparation and provision of audio/ visual material that can be targeted to those groups to ensure a consistency of messaging as to our role and purpose to further develop and enhance the

reputation of the LECC. Such awareness sessions will also provide a forum whereby the LECC can explain outcomes and assess acceptance and we will seek periodic feedback about changes the agencies have made in response to LECC recommendations and suggestions.

Initiate and participate in joint projects

Productive and constructive relationships will be developed by working collaboratively on significant projects. Suitable projects would be identified and proposed for a joint agency approach before endorsement and declaration at executive level.

Declared projects must have the potential to produce significant operational, policy or business outcomes benefiting one or more agencies. It would be expected that declared projects would be conducted over a prolonged period and involve several staff from the LECC, NSWPF and/or the NSWCC. Participation in such projects will enhance cooperation and trust.

What success will look like in three years

- Strong bilateral working relationships with the NSWPF and NSWCC relating to the effective management of agency integrity and serious misconduct.
- Open, timely and transparent sharing of information between the LECC and the NSWPF and NSWCC.
- LECC recommendations accepted and actioned by the NSWPF and NSWCC.
- Undertaking joint projects with the NSWPF and NSWCC to achieve mutually agreed business outcomes.

Strategic Priority 2

Improve efficiency and effectiveness

Over the next three years, the LECC will, supported by technology, enhance, develop and implement improved business practices to deliver strategically focused resource allocation and reporting outcomes. By developing a more integrated understanding of Commission-wide data holdings, we will inform the strategic direction across our divisions whilst maintaining accuracy, timeliness, fairness, and delivering value for money.

Our initiatives

Introduce a new case management system

We will deploy a new dedicated case management system that will deliver enhanced connectivity and data visibility across the LECC. It will integrate separate legacy systems, streamlining business practices and delivering increased efficiency through time-saving automation.

Complaint assessment will be enhanced by easier access to relevant information and simpler reporting tools, which support accountable decision-making on the matters the LECC will investigate, monitor or review.

Develop our analytical strategic capability

Leveraging the new case management system reporting tools and capturing data from internal and external sources, this new functionality will deliver a centralised proactive analytical capability that informs the strategic priorities of the LECC's key functions.

Enhanced communication and intelligence sharing across the divisions will inform the analytical reporting structure. It will ensure the combined resources of the LECC are strategically focused on the emerging trends, misconduct risks and highlight areas of potential systemic corruption.

Better practice evaluation

We will map our core business processes and undertake a structured series of internal evaluations of each division's business practices and key processes, enhanced by an external comparative assessment in collaboration with other leading oversight and/or regulatory agencies. Where possible, we will use our internal audit reviews to assist the process.

This will provide a benchmark for the LECC to assess the quality of its internal business practices and processes,

and support the leadership team to strive for evaluation and continuous improvement.

What success will look like in three years

- We have a fit-for-purpose case management system used across the LECC to streamline and standardise work processes and automated reporting.
- We have a proactive centralised analytical capability that is used across the LECC as a trusted source to generate analytics and strategic insights to inform investigation, oversight, audits and research priorities.
- Information visibility has improved across the LECC with fully integrated data informing reporting.
- We have transparency and clarity around our key business processes.
- We have compared our business practices to other oversight/ regulatory agencies and have commenced improving our operations to ensure we are confident that the way we execute our functions represent 'better practice'.
- We are encouraging innovation within the LECC to improve our ways of working.
- We have an improved reporting framework and technological tools to ensure we remain focused on outcomes, quality and accountability.

Strategic Priority 3

Increase impact and awareness

Over the next three years, the LECC will implement methods to review and measure the impact of our work. We will communicate our outcomes and achievements to increase the visibility of our work and demonstrate how we assist to improve the integrity of the NSWPF and NSWCC in order to build public trust and confidence in our work.

Our initiatives

Enhance the way we measure our impact

We will enhance the way we review completed work and feed this knowledge back into the way we operate, so we can continuously strengthen the impact of our work.

We will build methods to measure the outcomes and impact of our work – including refining the way we track all our suggestions and recommendations, and monitor the way they are implemented.

We will measure changes to practices, policies, processes and systems that assist the NSWPF and NSWCC to identify and address misconduct and maladministration.

We will implement a robust system for ensuring timely responses to all statutory requests from NSWPF and NSWCC so we can achieve effective outcomes.

Strengthen awareness of, and confidence in the LECC

We will commence live streaming our public hearings to increase the awareness of our investigative work.

We will ensure that complainants are informed about our decisions relating to their complaints to us and we will report publicly using the systems developed in the “Enhance the way we measure our impact” initiative so the outcomes and impact of our work are visible and shared in a timely manner with the public.

This will continue to strengthen public confidence in the LECC, and community awareness of our work.

We will review our approach to outreach and communication to ensure we are well engaged with the community, relevant research and specialist organisations

and other oversight agencies. In doing so, we plan to learn from the experience of other similar agencies and organisations. Our engagement with community will help to inform the work that we undertake.

What success will look like in three years

- We have rigorous processes for tracking how our work assists the NSWPF and NSWCC to identify, address and prevent serious misconduct and maladministration.
- The LECC’s role is understood, our work visible and public hearings are live streamed on the LECC website to increase the transparency of our work, and we use a variety of methods to share the outcomes of our work with the community.
- Complainants are informed in a timely manner about the decisions we make about their complaints to us.

Strategic Priority 4

People focus

We invest in our staff by ensuring they have a meaningful performance and development plan that is aligned to the strategic plan and values of the organisation. Development will be discussed and provided through this plan (where possible) in line with adult learning principles.

This enables the LECC to attract and retain talented people, ensure the people we have are engaged and valued, leading to higher levels of capability, performance, and motivation.

Our initiatives

Ensure all ongoing and temporary staff have a meaningful Performance and Development Plan (PDP)

We will ensure ongoing and temporary staff have a meaningful Performance and Development Plan (PDP). Information will be provided about performance and development to all staff through training/ information sessions and documentation.

People managers will participate in capability development to enable regular, efficient and meaningful performance and development conversations. This will include basic information about giving and receiving feedback.

These measures will increase communication about work and career between staff and managers leading to better capability development, enhanced performance and staff feeling valued by the organisation.

Implement cascading goals

We will ensure all staff understand our strategic plan and how it relates to their work.

This will allow staff to clearly understand the direction of the LECC and the connection with their work to the greater purpose of the organisation.

Have open and constructive conversations

We will facilitate the development of capability in people managers to hold open and constructive conversations that are both effective and respectful. This will allow managers to have conversations with staff in a confident and respectful way that values the contribution that is made.

What success will look like in three years

- Every staff member has regular meaningful conversations about their work and receives timely feedback.
- People managers are empowered and capable to give staff constructive feedback in a respectful and effective way.
- Staff perception around the performance and development process improves leading to engaged and motivated staff.
- Staff understand the strategic plan and derive their personal work goals from the strategic initiatives.

Strategic Priority 5

Collaborative culture

The LECC will continue to build an inclusive and cohesive culture through the organisation's values, the sharing of knowledge and collaborative work practices, which will ensure our staff are valued and that resources are used with maximum efficiency.

Our initiatives

Promote a values-based culture

We will review and embed the LECC's values and ensure that all actions and decisions of the organisation and our staff model those values.

This will be achieved with staff consultation as well as the establishment of a working group to examine the existing values and/or propose new values consistent with the purpose and vision of the LECC.

The working group will further develop organisational practices aligned with the LECC values that will be endorsed by the Senior Executive and widely communicated throughout the organisation. Our reinforcement of these values and practices will further facilitate their continued implementation.

Communicate productively within our organisation

We will provide regular meaningful communications to our staff to ensure they are aware of necessary operational and organisation information in a timely manner. This will include routine all-staff meetings organised by the Senior Executive, as well as team meetings facilitated by management.

All teams will provide informative monthly snapshots to all-staff regarding their ongoing activities and highlights. We will break down organisational barriers by encouraging our staff to share individual knowledge and learnings on a regular basis.

Through this period, we will pilot and embed new technologies and tools to allow us to interact and engage with others digitally/online.

Improve our efficiency and effectiveness through a collaborative culture

We will embrace a collaborative culture by leveraging the diverse capabilities of teams in identifying, communicating and collaborating on emerging operational issues and priority focus areas to achieve shared objectives.

This will be enabled by the establishment of a cross-functional working group, as well as the Senior Executive setting organisation-wide priority focus areas.

Promote an inclusive workplace

We will promote an inclusive workplace by acknowledging, promoting and celebrating diversity, inclusion, wellbeing and flexible working.

Days of significance will be acknowledged (i.e. NAIDOC, Harmony Day, RUOK) and informal events aimed at developing an inclusive and collaborative culture will be implemented. We will also ensure that our staff have a voice within the LECC.

What success will look like in three years

- Our staff are aware of, and model, the LECC's values.
- Meaningful regular communication is provided to our staff from the Executive and management. Our teams and staff openly share knowledge and skills.
- Our framework supports collaboration and knowledge sharing across the organisation. Our teams successfully contribute to priority organisational focus areas.
- The LECC is a diverse and inclusive workplace, where staff are able to provide ideas to improve efficiency and effectiveness of the organisation.

Delivering the strategic plan

Year 1 (2020/21)

Invest in the foundations

In Year 1, we will build on, and enhance, the internal capabilities and processes we have developed during our first three years of operation.

In particular, we will continue to invest in strengthening our collaborative working relationships with the NSWPF and the NSWCC and roll-out our new case management system.

We will commence planning how to enhance our future capabilities, including mapping our core business processes.

We will also continue to invest in our most significant resource - our staff and how we communicate with them, formalising our performance development system and approach, and promoting inclusive workplace.

We will also work to enhance community and stakeholder awareness of, and confidence in, the LECC.

Year 2 (2021/22)

Implement smart ways of working

In Year 2, we will enhance our business practices and technology to support better decision making, resource allocation and effectiveness.

We will do this by:

- developing our data analytics capabilities to help prioritise our limited resources to focus on what matters most;
- setting-up cross-functional working groups to improve collaboration; and
- commence evaluating and benchmarking our core processes with peer investigative agencies and other regulatory bodies.

This will enable us to better target our efforts on high impact investigations and prevention activities with the greatest potential to expose and prevent serious and systemic corruption and misconduct within the NSWPF/ NSWCC.

Year 3 (2022/23)

Grow our impact

In Year 3, we will continue to improve our operating performance and implement additional process improvement reviews, as well as focus on the public impact and value of our work.

We will focus on expanding our joint projects with the NSWPF and NSWCC to drive better law enforcement practices and minimise the risk of serious misconduct and maladministration.

Community and stakeholder awareness will be underpinned by embedding methods to measure and evaluate the outcomes of our work.

Implementation and managing risks

The LECC will regularly monitor the implementation of the strategic priorities and initiatives outlined in this strategic plan.

We have also identified several strategies to help mitigate the key implementation risks associated with our capacity for change and the changing external environment in which we operate. These strategies include:

- Members of the LECC Executive have been assigned accountability for overseeing the implementation of the initiatives in this plan.
- For each of the five strategic priorities, we have identified implementation timeframes, milestones and delivery dates. We plan to refine these as we commence implementation, accommodating potential competing priorities relating to our day-to-day work, changes in our resourcing, and the impact of COVID-19 on the delivery plan.
- Establishing a formal process to discuss and review progress, at least on a quarterly basis. We will use these sessions to revisit the plan to ensure it reflects priorities and changes in our operating environment.
- Continuing to engage with our staff regarding this plan to ensure it is well understood and obtain their buy-in. We have commenced this process by including staff representatives in the development of this plan and by seeking staff feedback on the draft plan. We will also undertake regular two-way communication with our staff to share our progress and achievements
- This plan will be used by divisions to prepare their own business plans, so the strategic priorities outlined in this plan can cascade through all the LECC's activities. These business plans will be reviewed annually, and updated as necessary.
- We have further introduced a specific initiative under strategic priority 4 ("Implement cascading goals") to ensure our staff understand the plan and they have performance and development goals that cascade from this plan.
- We will communicate and share the plan with our key external stakeholders.

How we measure success

Based on the objectives outlined in this plan, we have identified a range of quantitative and qualitative key performance indicators and approaches to assess, track and monitor our performance in delivering each one of our Strategic Priorities.

Strategic Priority 1: Build trust with the NSWPF and NSWCC

- Elicit feedback from the NSWPF and NSWCC to establish improvement in their level of awareness and trust in the LECC.
- Measure trends relating to complaints made by officers directly to the LECC (capturing their preparedness to make such complaints).
- Measure the active declared joint agency projects.

Strategic Priority 2: Improve efficiency and effectiveness

- Measure timeliness of our complaint handling process.
- Measure user satisfaction from the implementation of our new case system.
- Track and report on the outcomes and insights generated through our new centralised analytical capability.

Strategic Priority 3: Increase impact and awareness

- Measure the NSWPF and NSWCC adoption of the LECC recommendations and requests.
- Measure how our work is accessed (e.g. traffic to our website and to the LECC's Youtube channel where hearings will be live streamed).
- Track the timeliness of our communication to complainants.

Strategic Priority 4: People focus

- Track the proportion of staff who have performance development plans and have cascading goals from the strategic plan.
- Track/ survey staff perception and feedback around the performance and development process.
- Measure our staff's level of engagement and motivation (through the People Matter Survey).

Strategic Priority 5: Collaborative culture

- Measure our staff's awareness and perception of, and satisfaction with the LECC's values, leadership communication and transparency, and diversity and inclusion (through the annual People Matter Survey).
- Measure the outcomes identified and addressed by our cross-functional working groups.

In addition to these specific measures of progress identified above, we have an additional set of key performance indicators used to monitor the efficiency and effectiveness of our work. These measures are reported on a quarterly basis.

Performance measure ^(a)	Target ^(a)
% of direct misconduct complaints dealt with ^(b) in one calendar month from the date received	90%
% police misconduct complaints dealt with ^(b) in one calendar month from date of notification to the LECC	90%
% of NSWPF critical incident investigations monitored	100%
% of annual statutory audits conducted	100%
% of reports to Parliament completed within 2 months of end ^(c) of investigation	100%

Notes: (a) Correct per the time of the publication.

(b) 'Dealt with' means assessed and brought to the Complaint Action Panel and a decision is made.

(c) 'End' is the point at which all relevant information has been received including submissions and 'completed' is the point at which the report is ready to send to the Minister pursuant to s 186.

