

# Role Description

## Strategy and Governance Officer

Cluster/Agency	Premier & Cabinet
Department/Agency	Law Enforcement Conduct Commission
Division/Branch/Unit	Office of the CEO
Location	Sydney CBD
Classification/Grade/Band	Clerk 11/12
Kind of Employment	Ongoing
ANZSCO Code	132411
PCAT Code	3221115
Date of Approval	August 2025

### Department/Agency overview

The Law Enforcement Conduct Commission (LECC) is an independent body exercising royal commission powers to detect, investigate and expose serious misconduct within the NSW Police Force and the NSW Crime Commission. The LECC also independently monitors and reviews the investigation of complaints by the NSW Police Force and the NSW Crime Commission about the conduct of their officers. In doing so the LECC recognises the primary responsibility of those agencies to investigate and prevent officer misconduct and corruption within those agencies, while providing for oversight of those functions.

The LECC works collaboratively with the NSW Police Force and the NSW Crime Commission to educate and promote the prevention and elimination of officer misconduct, particularly through the identification of systemic issues that are likely to be conducive to the occurrence of officer misconduct and corruption. The LECC also undertakes independent, real-time monitoring of critical incident investigations undertaken by the NSW Police Force and can make reports on the conduct of critical incident investigations by the NSW Police Force.

The LECC plays a key role in strengthening the integrity of law enforcement in NSW.

### Primary purpose of the role

Reporting to the CEO the Strategy and Governance Officer leads the development and implementation of the LECC's governance, risk management and internal audit functions. The role provides advice and assurance to the Executive and Audit and Risk Committee about the effectiveness and appropriateness of internal controls and governance in operation at the LECC.

The Strategy and Governance Officer supports the CEO and Chief Commissioner in the delivery of the Commission's strategic outcomes and corporate priorities. The role supports the Commission in the delivery of strategic planning, governance, risk management, communication and ensures effective policies and procedures are in place and functioning.

The Strategy and Governance Officer is responsible for coordinating external stakeholder communication including media.

This role also assumes responsibility as the LECC's Chief Audit Executive.

### Key accountabilities

- Lead the LECC's governance, audit and risk functions to ensure continuous improvement and compliance with risk identification and minimisation principles that align with LECC values, NSW Government requirements and relevant professional standards.

- Manage the provision of quality internal policies and procedures, aimed at ensuring currency, consistency, legislative compliance, and effective operations across the LECC.
- Lead corporate planning activities including the development of the LECC's Strategic Plan, Business Plan and Annual Report to support the LECC's objectives.
- Develop and implement strategies for the monitoring and evaluation of all strategy, performance, and policy initiatives to identify risks and issues and ensure the achievement of desired outcomes.
- Manage the LECC's Internal Audit function through planning, coordination, and delivery of risk-based internal audit activities, including overseeing the implementation and outcomes of internal audit reviews that identify risk and drive business improvement.
- Manage delivery of governance and risk assessment services including maintaining the corporate risk register, business continuity planning and regular scenario testing and promoting education activities to foster a strong risk culture.
- Assist with the management and administration of the LECC's security vetting responsibilities for personnel and create and maintain LECC Act designation documents for investigations staff. Create and maintain documentation required for the issue, use and cancellation of assumed identity authorities under the *Law Enforcement and National Security (Assumed Identities) Act 2010*, including the LECC's AI Register.
- Coordinate responses to media enquiries in consultation with the Commissioners, CEO or EDO, and undertake other duties and special projects as required under the direction of the CEO.

## Key challenges

- Maintain up to date knowledge of relevant legislation and keeping abreast of ongoing changes to ensure governance, risk assessment and internal audit processes are implemented effectively
- Produce accurate, influential, and high-quality written communication, including policy and procedure, reports, resources, and learning content and ensure governance/risk registers and compliance matters (including work, health, and safety) are addressed appropriately..
- Demonstrate a high level of integrity, tact, discretion, and independence at all times and sharing information appropriately in a team setting whilst maintaining confidentiality and secrecy of certain matters.

## Key relationships

Who	Why
<b>Internal</b>	
CEO	<ul style="list-style-type: none"> <li>• Work progress</li> <li>• Matters requiring review</li> <li>• Provide information and advice</li> </ul>
Audit and Risk Committee	<ul style="list-style-type: none"> <li>• Report functionally</li> <li>• Provide information and advice</li> </ul>
Commission Executive and Managers	<ul style="list-style-type: none"> <li>• Matters requiring review</li> <li>• Provide information and advice</li> </ul>
LECC employees	<ul style="list-style-type: none"> <li>• Provide information and advice</li> </ul>
<b>External</b>	
Other Government Agencies (ATO, Office of State Revenue)	<ul style="list-style-type: none"> <li>• Ensure adherence to government regulations</li> <li>• Provide and receive information</li> </ul>
Service Providers	<ul style="list-style-type: none"> <li>• Negotiating service agreements</li> </ul>

Who	Why
	<ul style="list-style-type: none"> <li>Project management</li> </ul>

## Role dimensions

### Decision making

The Strategy and Governance Officer exercises day to day independence in organising and leading the LECC's governance and risk functions to provide outcomes that meet the business objectives of the organisation and the regulatory requirements of Government. The role analyses complex issues, using sound judgement to make recommendations with respect to risk management strategies and policies. The role establishes frameworks, plans, strategies, and policies leading to continuous improvement across all areas of the LECC to ensure compliance with legislative requirements, professional standards, and contemporary good practice.

The role refers decisions to the CEO requiring or resulting in significant change to outcomes or timeframes; those with the potential to escalate or create precedent; matters requiring a higher administrative or financial delegation or submission to a higher level of management.

### Reporting line

This position reports directly to the CEO.

### Direct reports

Nil

### Budget/Expenditure

As per authorised delegation.

## Essential requirements






- Relevant tertiary qualifications in corporate governance, risk management, strategy, compliance, or related discipline and / or broad governance and risk management experience in a regulated environment.
- Working knowledge of NSW public sector risk management and governance frameworks.
- Ability to analyse and interpret complex data and present this in a clear and understandable way to promote best practice, make recommendations, and implement change.
- Demonstrated ability to be an effective subject matter leader and to work independently applying a practical understanding and implementation of statutory requirements, industry standards and best practices in risk management, governance, and compliance, including business continuity practices.
- Strong written and verbal communication skills with demonstrated ability to engage, influence and educate using a variety of methods.
- A probity assessment to establish reliability, trustworthiness, integrity, and suitability of employment. In addition, LECC officers are also required to obtain and retain a Commonwealth security clearance. The Strategy and Governance Officer requires a security clearance at the Negative 1 level. The LECC will facilitate the process to obtain this clearance level for the role holder within six months of appointment.

## Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at [www.psc.nsw.gov.au/capabilityframework](http://www.psc.nsw.gov.au/capabilityframework)

### Capability summary






Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework		
Capability Group	Capability Name	Level
 Personal Attributes	<b>Display Resilience and Courage</b>	<b>Advanced</b>
	<b>Act with Integrity</b>	<b>Advanced</b>
	Manage Self	Adept
	Value Diversity	Intermediate
 Relationships	<b>Communicate Effectively</b>	<b>Advanced</b>
	Commit to Customer Service	Adept
	<b>Work Collaboratively</b>	<b>Adept</b>
	<b>Influence and negotiate</b>	<b>Adept</b>
 Results	<b>Deliver Results</b>	<b>Adept</b>
	Plan and Prioritise	Intermediate
	<b>Think and Solve Problems</b>	<b>Adept</b>
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Intermediate
	Technology	Adept
	Procurement and Contract Management	Intermediate
	<b>Project Management</b>	<b>Adept</b>
 People Management	<b>Manage and Develop People</b>	<b>Adept</b>
	Inspire Direction and Purpose	Intermediate
	Optimise Business Outcomes	Intermediate
	Manage Reform and Change	Intermediate




### Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.


## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Personal Attributes</b>  Display Resilience and Courage	Advanced	<ul style="list-style-type: none"> <li>• Remain composed and calm and act constructively in highly pressured and unpredictable environments</li> <li>• Give frank, honest advice in response to strong contrary views</li> <li>• Accept criticism of own ideas and respond in a thoughtful and considered way</li> <li>• Welcome new challenges and persist in raising and working through novel and difficult issues</li> <li>• Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues</li> </ul>
<b>Personal Attributes</b>  Act with Integrity	Advanced	<ul style="list-style-type: none"> <li>• Model the highest standards of ethical and professional behaviour and reinforce their use</li> <li>• Represent the organisation in an honest, ethical, and professional way and set an example for others to follow</li> <li>• Promote a culture of integrity and professionalism within the organisation and in dealings external to government</li> <li>• Monitor ethical practices, standards and systems and reinforce their use</li> <li>• Act promptly on reported breaches of legislation, policies, and guidelines</li> </ul>
<b>Relationships</b>  Communicate Effectively	Advanced	<ul style="list-style-type: none"> <li>• Present with credibility, engage varied audiences, and test levels of understanding</li> <li>• Translate technical and complex information concisely for diverse audiences</li> <li>• Create opportunities for others to contribute to discussion and debate</li> <li>• Contribute to and promote information sharing across the organisation</li> <li>• Manage complex communications that involve understanding and responding to multiple and divergent viewpoints</li> <li>• Explore creative ways to engage diverse audiences and communicate information</li> <li>• Adjust style and approach to optimise outcomes</li> <li>• Write fluently and persuasively in plain English and in a range of styles and formats</li> </ul>
<b>Relationships</b>  Work Collaboratively	Adept	<ul style="list-style-type: none"> <li>• Encourage a culture that recognises the value of collaboration</li> <li>• Build cooperation and overcome barriers to information sharing and communication across teams and units</li> <li>• Share lessons learned across teams and units</li> <li>• Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work</li> <li>• Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services</li> </ul>
<b>Relationships</b> 	Adept	<ul style="list-style-type: none"> <li>• Negotiate from an informed and credible position</li> <li>• Lead and facilitate productive discussions with staff and stakeholders</li> <li>• Encourage others to talk, share and debate ideas to achieve a consensus</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Influence & Negotiate		<ul style="list-style-type: none"> <li>Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes</li> <li>Influence others with a fair and considered approach and sound arguments</li> <li>Show sensitivity and understanding in resolving conflicts and differences</li> <li>Manage challenging relationships with internal and external stakeholders</li> <li>Anticipate and minimise conflict</li> </ul>
<b>Results</b>  Deliver results	Adept	<ul style="list-style-type: none"> <li>Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes</li> <li>Make sure staff understand expected goals and acknowledge staff success in achieving these</li> <li>Identify resource needs and ensure goals are achieved within set budgets and deadlines</li> <li>Use business data to evaluate outcomes and inform continuous improvement</li> <li>Identify priorities that need to change and ensure the allocation of resources meets new business needs</li> <li>Ensure that the financial implications of changed priorities are explicit and budgeted for</li> </ul>
<b>Results</b>  Think & Solve Problems	Adept	<ul style="list-style-type: none"> <li>Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence</li> <li>Anticipate, identify, and address issues and potential problems that may have an impact on organisational objectives and the user experience</li> <li>Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience</li> <li>Seek contributions and ideas from people with diverse backgrounds and experience</li> <li>Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness</li> <li>Identify and share business process improvements to enhance effectiveness</li> </ul>
<b>Business Enablers</b>  Project Management	Adept	<ul style="list-style-type: none"> <li>Understand all components of the project management process, including the need to consider change management to realise business benefits</li> <li>Prepare clear project proposals and accurate estimates of required costs and resources</li> <li>Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements</li> <li>Identify and evaluate risks associated with the project and develop mitigation strategies</li> <li>Identify and consult stakeholders to inform the project strategy</li> <li>Communicate the project's objectives and its expected benefits.</li> <li>Monitor the completion of project milestones against goals and take necessary action.</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> <li>Evaluate progress and identify improvements to inform future projects</li> </ul>
<b>People Management</b>  Manage and Develop People	Adept	<ul style="list-style-type: none"> <li>Define and clearly communicate roles, responsibilities, and performance standards to achieve team outcomes</li> <li>Adjust performance development processes to meet the diverse abilities and needs of individuals and teams</li> <li>Develop work plans that consider capability, strengths, and opportunities for development</li> <li>Be aware of the influences of bias when managing team members</li> <li>Seek feedback on own management capabilities and develop strategies to address any gaps</li> <li>Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way</li> <li>Monitor and report on team performance in line with established performance development frameworks</li> </ul>