LECC
Law Enforcement
Conduct Commission

Multicultural Plan 2026–2029

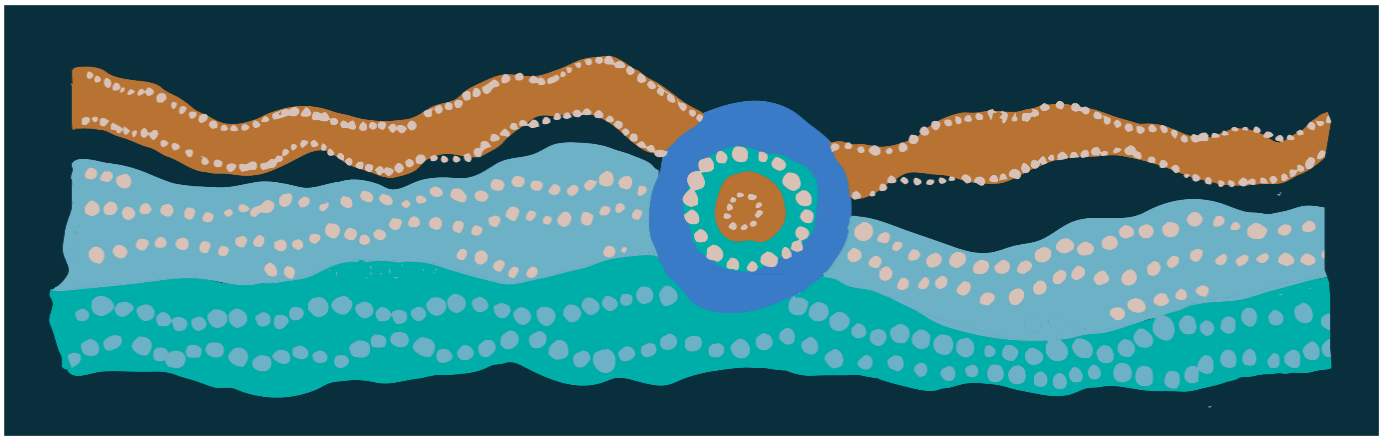
August 2026

Acknowledgement of Country

The Law Enforcement Conduct Commission (the Commission) acknowledges the Traditional Owners and Custodians of the lands on which we work and pays respect to First Nations Elders, past and present.

The Commission's jurisdiction covers all New South Wales, from the lands of the Bundjalung people in the North, the Wiradjuri and Barkindji in the West and the Yuin and the Yorta Yorta peoples in the South. Our office sits on the lands of the Gadigal people.

We recognise the living, unceded connection of First Nations people to the lands and waters of NSW and honour the Aboriginal and Torres Strait Islander communities who have sustained this connection through the extreme hardships and legacy of colonisation.



Acknowledgment of Country artwork: *Sand Dunes* by Balarinji.

'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.'

Multicultural Plan 2026–2029

Published by the Law Enforcement Conduct Commission

Level 3, 111 Elizabeth Street

Sydney NSW 2000

Email: contactus@lecc.nsw.gov.au

First published: 2026

Contents

Introduction **1**
About the Commission 1
Vision 1
Our values 1
Our commitment to Multiculturalism 2
Consultation and Stakeholder Engagement **3**
Monitoring and Reporting **3**
Implementation **4**

Introduction

About the Commission

The Commission was set up to strengthen law enforcement integrity, by preventing, detecting, and investigating misconduct and maladministration within law enforcement in NSW.

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

- independent oversight (through real-time monitoring and review) of the NSWPF and NSWCC's complaints handling of serious misconduct and maladministration, 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 identify systemic issues that could contribute to misconduct, unlawful actions and unreasonable practices so they can be prevented.

Where it is in the public interest, we report publicly about our work or report directly to Parliament. We also work with other integrity agencies such as the Director of Public Prosecutions and the Coroner, and regularly engage with academic, legal and advocacy organisations who are interested in the way in which police operate. As such, we hold a unique position to influence change through our work.

Vision

Our vision is to be a trusted oversight body that works effectively with all people and communities across NSW to identify and respond to concerns about law enforcement conduct and police practices.

Our values

The Commission is guided by the values of accountability, fairness, integrity, and respect. These values sit at the core of the way we work cultural, linguistic and religious communities and are critical to maintaining cultural safety and respect.



Figure 1: The Commission's values

Our commitment to Multiculturalism

The Commission aims to be an employer whose workforce is diverse. We are committed to our staff and recognise that a diverse workforce is more capable and productive, bringing with it a range of viewpoints and experiences. The Commission will strive to remove barriers to attracting and retaining a diverse workforce.

The Commission's Multicultural Plan 2026-29 sets out a strategic and coordinated approach to embedding multicultural principles across our functions. It aligns with the objectives of the *Multicultural NSW Act 2000*, the NSW Government Multicultural Framework, and relevant whole-of-government strategies.

We are committed to deepening our understanding of, and strengthening our engagement with, cultural, linguistic and religious communities across NSW. Our goal is to ensure that we provide services designed with feedback from these communities and delivered in ways that are accessible, inclusive, and responsive to their needs.

The Commission has a responsibility to ensure its policies, services, workforce, and engagement practices are inclusive, equitable and responsive to the needs of all communities.

This Multicultural Plan is structured around key focus areas that support improved outcomes for cultural, linguistic and religious communities. These include:

- Strengthening culturally inclusive service design and delivery
- Enhancing meaningful engagement with cultural, linguistic and religious communities and stakeholders
- Building workforce capability through improved cultural competence
- Improving data quality, governance, and accountability mechanisms

Particular attention is given to reducing barriers to access, improving communication and language services, and ensuring that diverse perspectives inform decision-making.

The aim of this Multicultural Plan is to demonstrate our commitment to improving our service delivery to the various cultural, linguistic and religious communities across NSW, while also strengthening the diversity, capability, and inclusivity of our workplace.

Consultation and Stakeholder Engagement

The Commission has consulted staff through our Staff Consultative Committee Meeting to inform our Multicultural Plan. The Commission will continue to promote our role and functions to multicultural audiences via community outreach, interagency meetings, and other key/peak body stakeholders. The Commission will establish a Multicultural working group to:

- Ensure staff are aware of our commitment to improving our service delivery to the various cultural, linguistic and religious communities across NSW, while also strengthening the diversity, capability, and inclusivity of our workplace; and

- Monitor the implementation of the Multicultural Plan actions, track progress and report to the Strategic Plan Progress meetings.

Monitoring and Reporting

Implementation of the Multicultural Plan will be reported quarterly through Strategic Plan Progress Meetings, by each Responsible Officer accountable for delivering actions within their area of work. Actions will be tracked and reviewed to ensure they remain relevant, effective and aligned with the Commission's priorities.

Progress will be monitored through:

- Action-level tracking: Responsible Officers will report on the implementation of assigned actions, including progress against milestones and achieved outcomes.
- Data and evidence: Qualitative and quantitative data, program evaluations, workforce metrics and engagement insights will be used to assess impact.
- Adaptive updates: The Plan will be maintained in the Commission's Strategic Reporting system, enabling near real-time updates and responsive adjustments to emerging needs, trends and the evolving priorities of multicultural communities across NSW.

The Commission will report on progress and achievements annually in our Annual Report. We will also report progress to Multicultural NSW via their annual survey.

At the conclusion of the Plan, overall progress and outcomes will be assessed, and key lessons identified to inform the development of the next Multicultural Plan.

Implementation

The Commission has aligned its 2026-29 Multicultural Plan actions to the Governments Multicultural Outcomes Reporting Framework four focus areas:

- Accessible services
- Tailored Planning
- Effective Engagement and Communication
- Active Leadership

Focus Area 1: Accessible Services

Outcomes: Barriers are removed for people to engage with policies and access services.

Action	Description	Timeline	Performance Indicator
The Commission will publish core external, public-facing resources in additional languages	Core information about the Commission and its complaint process will be published in a Commission brochure in additional languages (Commission currently has brochures in 7 languages other than English)	31 December 2026	New multi-language Commission pamphlet is produced which contains key information about making a complaint to the Commission in over 20 languages
	Core information about the Commission and its complaint process will be professionally translated and published on the Commission website in additional languages (currently published in 7 languages other than English)	31 December 2028	Core information will be published on the Commission website in over 20 languages
The Commission will provide translators when requested to support persons to engage with the Commission's complaint processes	Requests for the telephone interpreting service (TIS) to use the Commission's complaint phone line are fulfilled	31 December 2026	95% of customer requests for telephone interpreting services are met
	Requests for translators that are included in the Commission's online complaint form are met	31 December 2026	95% of customer requests for translators that are included in a submitted complaint form are met

Focus Area 2: Tailored Planning

Outcomes: Policies, programs and services are tailored to serve people from different cultural, linguistic and religious backgrounds.

Action	Description	Timeline	Performance Indicator
The Commission will include engagement with cultural, linguistic and religious communities in its community engagement policies and plans	The Commission will include engagement with cultural, linguistic and religious communities as a priority in its Community Engagement Strategy for 2026-2029	31 December 2026	Commission's Community Engagement Strategy for 2026-2029 includes as a priority outreach to people from different cultural, linguistic and religious backgrounds
The Commission's Oversight Division provides culturally sensitive assessment and oversight of police handling of complaints	Staff in the Oversight Division will undertake training on considering complaints by people from different cultural, linguistic and religious backgrounds	30 June 2027	90% of Oversight Division staff have undertaken training on considering complaints by people from different cultural, linguistic and religious backgrounds.
The Commission will review its processes for making complaints to ensure they are accessible to people who speak languages other than English	The Commission will test its online complaint form with internal/external stakeholders who speak languages other than English, to determine whether the google translate function is adequate or if the Commission needs to have the form professionally translated	30 June 2027	Testing of Commission's online complaint form is conducted in 7 priority languages (those currently on the Commission's website)

Focus Area 3: Effective Engagement

Outcomes: The needs of people are understood and engagement in policy, programs and services is demonstrated.

Action	Description	Timeline	Performance Indicator
The Commission will conduct community engagement activities with people from various cultural, linguistic and religious communities	The Commission will attend and present at multicultural interagency meetings, attend relevant community events and provide presentations to relevant organisations to spread awareness of the Commission within	30 December 2027	The Commission has: • presented at a minimum of 4 multicultural interagency network meetings • held information stalls at a minimum

	various cultural, linguistic and religious communities and seek feedback about the policing issues facing these communities		of 4 multicultural expos/community fairs • provided a minimum of 4 presentations to organisations that either represent or work predominantly with people from various cultural, linguistic and religious communities
The Commission will develop systems to measure the use of the Commission's complaint processes by people from different linguistic communities	The Commission will implement changes to data systems to capture data on the number of people who use a language other than English to access the Commission's complaint process	30 December 2027	The Commission has systems in place to capture statistics on the number of people who use a language other than English to access the Commission's complaint process

Focus Area 4: Active Leadership

Outcomes: Leadership champions and embeds a culturally inclusive workplace across their operations.

Action	Description	Timeline	Performance Indicator
The Commission will build and retain a diverse workforce and leadership representative of the people it serves	The Commission will implement training on culturally inclusivity, including culturally inclusive recruitment practices.	31 December 2027	90% of people leaders have undertaken training on culturally inclusivity, including culturally inclusive recruitment practices
	The Commission will develop a diversity inclusion action plan to build: • on our strong workplace culture • a workplace that is welcoming and safe for all current and future employees.	30 June 2029	The LECC has a diversity inclusion action plan

Law Enforcement Conduct Commission

Level 3, 111 Elizabeth Street
Sydney NSW 2000

GPO Box 3880
Sydney NSW 2001

Office hours:
Monday to Friday
8:30 am to 4:30 pm (excluding public holidays)

T: 02 9321 6700
E: contactus@lecc.nsw.gov.au
W: lecc.nsw.gov.au