Law Enforcement Conduct Commission

Annual Report
2025–26

LECC
Law Enforcement
Conduct Commission

LECC
Law Enforcement
Conduct Commission

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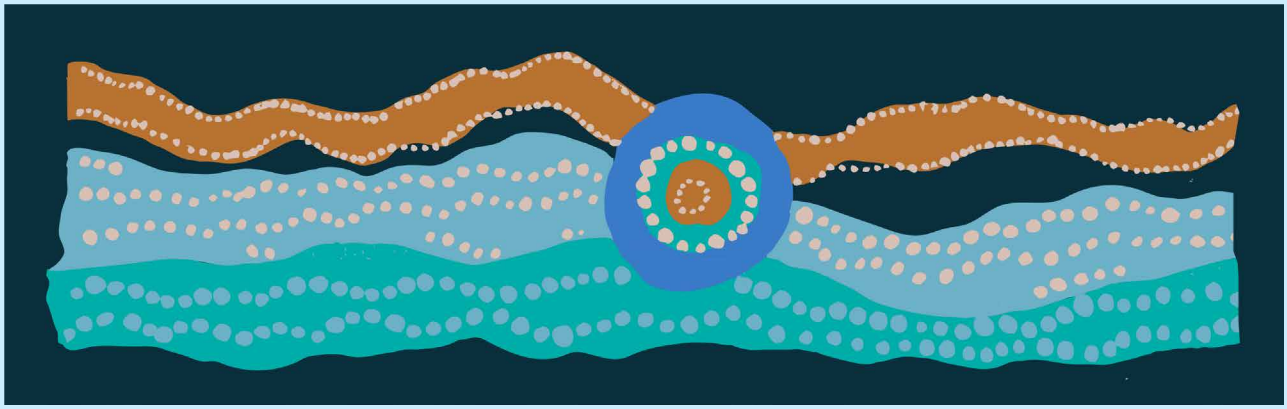
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Acknowledgement of Country

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.



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

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

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29 October 2026

The Hon Ben Franklin MLC
President
Legislative Council
Parliament House
SYDNEY NSW 2000

The Hon Greg Piper MP
Speaker
Legislative Assembly
Parliament House
SYDNEY NSW 2000

Dear Mr President and Mr Speaker

Law Enforcement Conduct Commission Annual Report 2025-26

In accordance with Division 7.3 of the *Government Sector Finance Act 2018* (NSW) and section 139 of the *Law Enforcement Conduct Commission Act 2016* (NSW), the Commission provides you with a copy of the Law Enforcement Conduct Commission Annual Report for the year ended 30 June 2026.

The Annual Report has been prepared in accordance with the requirements of the *Government Sector Finance Act 2018* (NSW), the *Law Enforcement Conduct Commission Act 2016* (NSW), and the NSW Government Annual Reporting Framework.

Under section 142(2) of the *Law Enforcement Conduct Commission Act 2016* (NSW), we recommend that this Annual Report be made public immediately.

Yours sincerely



The Hon Peter Johnson SC
Chief Commissioner



Anina Johnson
Commissioner

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From our Commissioners

Law enforcement oversight continues to be a challenging environment.



The role of the oversight body

It has been said that the 'effectiveness of the police in protecting the community rests heavily upon the community's confidence in the integrity of the members of the police force.'[1]

A culture built on professionalism, fairness and ethical conduct ensures that NSW law enforcement retains its good people and is trusted by the community. This is the Commission's ultimate goal.

The importance of culture was reinforced by the recent report of Kristen Hilton, where she said:[2]

> In command-and-control environments ... culture informs and is informed by how people behave, how decisions are made, how teams hold together under pressure, how complaints are handled, how promotions are decided, how recruitment works, what gets tolerated, what gets rewarded, and what gets ignored.

The Commission works to promote integrity in the NSW Police Force and the NSW Crime Commission by the strategic use of its combined functions of oversighting police misconduct investigations, identifying policies or procedures that impact integrity, monitoring police critical incident investigations and conducting its own investigations.

Record-breaking year

In the foreword to last year's Annual Report, we said that the Commission was busier than ever. This year we surpassed last year's benchmark.

The Commission has held more examination days in the past financial year than at any time in the history of the Commission since its establishment in 2017. The Commission will report on these investigations in the next Annual Report.

1 Brennan J in *Police Service Board v Morris (1985) 156 CLR 397 AT 412 applied in R and Anor v The Independent Broad-based Anti-Corruption Commissioner* (2016) 256 CLR 459 at [56] – [57].

2 Kristen Hilton Advisory *Final report of the Independent Cultural Review into the New South Wales Police Force* (May 2026) at 7.

However, some investigations are already publicly known:

- Operation Almas highlighted the value of consistent decision making in declaring a critical incident investigation.
- Operation Makalu is considering the police response to the protest at Sydney Town Hall on 9 February 2026.

The Commission also published reports highlighting important issues in law enforcement, including the following:

- Operation Bendoc examined excessive use of force and destruction of body-worn video by a police officer and the failure of fellow officers to report misconduct.
- Operation Somnus dealt with the fabrication of and/or tampering with evidence by police officers with intent to mislead a judicial tribunal and a deficient police investigation into those allegations.
- Operation Maddington examined the challenges and risks for police officers stationed in regional and rural areas in their associations and friendships with members of the local community.

The Commission has also achieved significant goals in its reviews of police policies that can contribute to integrity issues. The NSW Police Force has changed its Body Worn Video Standard Operating Procedures, adopting the majority of the Commission's recommendations in its March 2025 report.[3] The NSW Police Force has also implemented new processes for responding to domestic and family violence complaints involving NSW Police Force employees.[4]

The Commission's increased public profile has contributed to a steady increase in the number of complaints made directly to the Commission. To deal with the growth of complaints, the Commission has introduced changes to its complaint handling and oversight processes to ensure that we continue to respond in a timely way.

Legislative reform remains unaddressed

Despite the importance of the Commission's work, we remain hamstrung by a complicated and restrictive patchwork of legislative powers. The need for legislative reform was raised in last year's Annual Report. We raise it again here. It is supported by the Inspector of the Law Enforcement Conduct Commission and the Parliamentary Committee on the Ombudsman, the Law Enforcement Conduct Commission and the NSW Crime Commission.

Despite our successes, we have again spent too much time arguing about the Commission's rights to obtain and use police information. We remain of the view that the Commission needs a clear statutory entitlement to access NSW Police Force information to ensure that the Commission can conduct its business without delay.[5]

This is the last Annual Report that we will sign, as our terms as Commissioners finish by early July 2027. We leave the Commission knowing that the public's awareness of, and trust in, the Commission is high and with the hope that the NSW law enforcement community shares the general community's support for the Commission's work.

It has been incredibly rewarding to work with the dedicated staff of the Commission and we thank them for all that they do.



The Hon Peter Johnson SC
Chief Commissioner



Anina Johnson
Commissioner

3 LECC (March 2025) *Review of NSW Police Force body-worn video policy and practice.*

4 LECC (April 2026) *Review of NSW Police Force investigations of police officers involved in domestic and family violence incidents.*

5 Although the statutory scheme is the same for both the NSW Crime Commission and the NSW Police Force, in practice these issues have only arisen in the context of requests made to the NSW Police Force.



8,046

assessments completed



2,352

investigations oversighted



49

critical incidents monitored



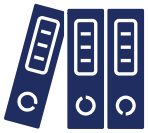
30

investigations conducted



106

examinations



7

public reports tabled

1. Overview

This section details what we set out to do, our purpose and our values. It also summarises our key functions, the legislation that governs our work, and our organisational structure.

1.1 No action on the Commission's recommendations for legislative change

In last year's Annual Report, the Commission recommended that the *Law Enforcement Conduct Commission Act 2016* (NSW) (LECC Act) should be amended to simplify the Commission's right of access to information held by law enforcement agencies. The Commission noted that the current legislative provisions are complicated, incorporating restrictions and caveats.

Last year, we recommended that the Commission have the same right of access to the information of law enforcement agencies as the Commission's own oversight body – the Inspector of the Law Enforcement Conduct Commission. That right is found in s 124(2) of the LECC Act:

> *The Inspector is entitled to full access to the records of the Commission and to take or have copies made of any of them.*

In his 2024–25 Annual Report, the Inspector of the Law Enforcement Conduct Commission agreed, saying at [6.6]:

> *The Inspector can perceive no persuasive argument against the Commission having an entitlement to access to all NSWPF [NSW Police Force] records.*

The Parliamentary Committee on the Ombudsman, the Law Enforcement Conduct Commission and the Crime Commission supported the need for legislative change.[6] The Committee recommended:

> *That the NSW Government consider amending the Law Enforcement Conduct Commission Act 2016 to consolidate and clarify the Law Enforcement Conduct Commission's powers to access NSW Police Force material, including timeframes and types of information.*

On 20 August 2026, the government responded, noting the recommendation.

Twelve months after our last Annual Report, there has been no change. The Commission remains challenged by the legislative framework that governs our work. Accessing information from the NSW Police Force continues to be difficult, and there is often an overly defensive approach taken to the Commission's requests.[7]

The Commission urges the government to consider amending the LECC Act to provide the Commission with a clear statutory entitlement to access information from law enforcement agencies to ensure that the Commission can conduct its business without delay.

6 Committee on the Ombudsman, the Law Enforcement Conduct Commission and the Crime Commission, 2024 review of annual and other reports of oversighted agencies 2025, 23 October 2025.

7 Although the statutory scheme is the same for both the NSW Crime Commission and the NSW Police Force, in practice these issues have only arisen in the context of requests made to the NSW Police Force.

1.2 Aims and objectives

Our purpose

The Commission improves community trust in law enforcement by maintaining and enhancing the accountability and integrity of NSW law enforcement agencies.

The Commission does this by detecting, oversighting, investigating and exposing misconduct and maladministration within the NSW Police Force and the NSW Crime Commission.

Our key functions

The following pages provide a summary of the Commission's key functions.

Assessment

- The Commission directly receives and assesses complaints about the NSW Police Force and the NSW Crime Commission.
- The Commission also assesses how the NSW Police Force and the NSW Crime Commission handle notifiable complaints that these agencies receive directly.

Investigation

- The Commission detects, investigates and exposes serious misconduct and maladministration within the NSW Police Force and the NSW Crime Commission.
- The Commission has wide investigative powers and can hold public or private examinations as part of an investigation.

Our key functions

Oversight

- The Commission provides independent oversight by reviewing or monitoring NSW Police Force and NSW Crime Commission misconduct investigations.
- The Commission conducts real-time monitoring of NSW Police Force critical incident investigations to ensure they are conducted thoroughly and objectively.

Prevention

- The Commission works collaboratively with the NSW Police Force and the NSW Crime Commission to promote the prevention and elimination of officer misconduct.
- The Commission undertakes research activities to identify systemic issues that might lead to misconduct or maladministration.

Assessing complaints

The assessment of complaints is a core function of the Commission.

Complaints come to the Commission in several ways, including from:

- members of the public
- the NSW Police Force complaints management database
- NSW Crime Commission complaints
- Public Interest Disclosures (PID).

Our Assessments team assesses all complaints and then refers selected complaints and recommendations to the internal Complaint Action Panel (CAP).

The CAP consists of the Chief Commissioner, the Commissioner and other senior staff.

The CAP may decide that the Commission ought to investigate a complaint independently of police if the complaint indicates employees of the NSW Police Force or NSW Crime Commission have engaged in serious misconduct or serious maladministration.

Complaints that are not investigated by the Commission are referred to the NSW Police Force or the NSW Crime Commission. The Commission may exercise its oversight monitoring function (where Commission investigators monitor the NSW Police Force's investigation of a complaint in real time) or oversight review function (where Commission investigators review the NSW Police Force's investigation of a complaint, when the investigation is complete).

Further information about the assessment process can be found in Assessments (chapter 3.1) in this report.

Oversight of complaint handling

The NSW Police Force and the NSW Crime Commission have primary responsibility for dealing with complaints about misconduct relating to their employees. However, the Commission is responsible for oversighting these agencies' handling of misconduct investigations.

We may monitor, in real time, the progress of serious or significant misconduct matters. However, we usually consider the adequacy of the investigation once investigation reports are completed by the relevant law enforcement agency.

If we are not satisfied with the way the relevant agency has investigated the complaint, or with the management action taken, we advise the NSW Police Force or NSW Crime Commission of our concerns and the reason for these concerns, and may request:

- further information or advice about the reasons for a decision
- further investigation of the misconduct matter
- reconsideration of the findings made or the management action to be taken.

In response, the NSW Police Force and NSW Crime Commission must:

- provide the information or advice requested
- notify the Commission of their decision in relation to a request for further inquiries or investigation
- notify the Commission of their decision in relation to a request for reconsideration of the findings or management action to be taken.

If the NSW Police Force and the NSW Crime Commission decide not to conduct further inquiries, reconsider findings or reconsider management action to be taken, they must provide the Commission with reasons for their decision. If we are not satisfied with the decision, we may provide a report to the Minister or a special report to Parliament.

If the complaint concerns serious misconduct or maladministration, the Commission may also decide to conduct its own investigation.

Further information about the Commission's oversight functions can be found in Investigations oversight (chapter 3.1) in this report.

Monitoring critical incident investigations

The Commission has the power to independently monitor the NSW Police Force's investigation of critical incidents if it is in the public interest to do so.

We monitor all declared critical incidents. We may cease monitoring if it is no longer in the public interest.

A critical incident is an incident involving a police operation that results in death or serious injury to a person. The Commission's monitoring of critical incident investigations reassures the public and the next of kin that police investigations into critical incidents are conducted in a competent, thorough and objective manner. We consider whether the NSW Police Force has adequately addressed:

- the lawfulness and reasonableness of the actions of NSW Police Force officers involved in the critical incident
- the extent to which the actions of the NSW Police Force officers complied with relevant law and NSW Police Force policies and procedures
- any complaint about the conduct of involved NSW Police Force officers and any evidence of misconduct
- the need for changes to relevant policies, practices and procedures of the NSW Police Force
- any systemic, safety or procedural issues arising from the actions of NSW Police Force officers.

If we form the view that the investigation is not being conducted in an appropriate manner, we can advise the NSW Police Force and the Coroner of our concerns and make recommendations.

The NSW Police Force must consider and respond to the Commission's concerns and recommendations. We may make public the advice that we gave to the NSW Police Force or the Coroner after the conclusion of the critical incident investigation if we consider it to be in the public interest to do so.

Further information about critical incident investigation monitoring can be found in Critical incidents (chapter 3.1) in this report.

Investigating serious officer misconduct

Another of the Commission's primary functions is to detect, investigate and expose serious misconduct and serious maladministration in the NSW Police Force and NSW Crime Commission

Serious misconduct or serious maladministration may:

- result in a prosecution for a serious offence
- result in serious disciplinary action
- demonstrate a pattern of misconduct or maladministration
- be deemed corrupt conduct
- be oppressive or improperly discriminatory
- arise wholly or in part from improper motives.

These investigations are conducted by multidisciplinary teams drawn from the Investigations and Intelligence Units in the Commission's Integrity Division, which work in collaboration with the other units of the Commission.

The Commission's investigation powers include the power to:

- obtain statements of information
- obtain documents or other things
- summons witnesses to appear at public and/or private examinations.

Further information about the Commission's Integrity Division can be found in chapter 3.2 of this report.

Preventing misconduct

The Commission assists the state's law enforcement agencies to improve the way they identify, prevent and minimise misconduct, unlawful actions and unreasonable practices.

We do this by conducting research into the way the NSW Police Force and NSW Crime Commission work so we can identify any unlawful or unreasonable practices, processes and policies. This can include:

- reading police records
- analysing police databases
- speaking with police officers
- meeting with members of the community.

Our work identifies systemic issues that may be conducive to officer misconduct, officer maladministration and agency maladministration. We aim to work collaboratively with the NSW Police Force and the NSW Crime Commission to promote strategies to prevent officer misconduct and maladministration.

Further information about the Commission's prevention function can be found in chapter 3.4 of this report.

Our values



Accountability

- We take responsibility for our decisions and actions.
- We are transparent about our decision-making.
- We provide a timely and quality service to the public and the agencies we work with.



Fairness

- Our decisions are impartial.
- We use our powers and resources proportionately.
- We build community trust by making fair and equitable decisions.



Integrity

- We are independent and act in the public interest.
- We act honestly and ethically.
- We approach challenges with courage.



Respect

- We value diversity of skills, experience, and ideas.
- We work collaboratively across the Commission and consult with stakeholders.
- We listen to others' point of view.

1.3 Our charter

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

The Commission was established in 2017 following recommendations of Mr Andrew Tink AM for a single civilian oversight body for the NSW Police Force and the NSW Crime Commission.

We are a permanent independent investigative commission that provides oversight of the NSW Police Force and the NSW Crime Commission to help maintain public trust and confidence in the integrity of these agencies.

The LECC Act outlines our functions, our powers and how we work with other public sector agencies.

We operate completely 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 Law Enforcement Conduct Commission and the Parliamentary Joint Committee on the Ombudsman, the Law Enforcement Conduct Commission and the Crime Commission.

We are also subject to the *Privacy and Personal Information Protection Act 1998* (NSW) (PPIP Act) and the *Public Interest Disclosures Act 2022* (NSW) (PID Act) in terms of how we handle complaints and misconduct information provided to us.

The LECC Act guides our work and objectives, including to:

- promote the integrity and good repute of the NSW Police Force and the NSW Crime Commission by ensuring that they properly carry out their functions and responsibilities in relation to the handling of complaints
- independently detect, investigate and expose serious misconduct and serious maladministration within the NSW Police Force and the NSW Crime Commission that may have occurred, be occurring, be about to occur or that is likely to occur
- provide independent oversight and review of the investigation of misconduct by the NSW Police Force and the NSW Crime Commission
- prevent officer misconduct, officer maladministration and agency maladministration within the NSW Police Force and the NSW Crime Commission by:
    i. identifying systemic issues that may lead to the occurrence of officer misconduct, officer maladministration and agency maladministration
    ii. assessing the effectiveness and appropriateness of their procedures relating to the legality and propriety of their members' activities
    iii. encouraging collaborative evaluation of opportunities for, and implementation of, desirable changes in such procedures
    iv. making recommendations with respect to education and training about prevention of officer misconduct, officer maladministration and agency maladministration

- ensure that agencies work collaboratively to support and promote the prevention of officer misconduct, officer maladministration and agency maladministration, and to improve their processes and systems
- recognise the primary responsibilities of the NSW Police Force and the NSW Crime Commission to investigate and prevent officer misconduct and officer maladministration within those agencies, and agency maladministration, while providing oversight of those functions
- foster an atmosphere in which complaints, provision of other information about misconduct, and independent oversight are viewed positively as ways of preventing officer misconduct, officer maladministration and agency maladministration
- provide independent oversight and real-time monitoring of critical incident investigations undertaken by the NSW Police Force.

1.4 Our management and structure

Our people

The Commission employs a variety of experienced people with professional and specialised skills.

To avoid conflicts of interest, the Commission has a policy of not employing serving or former sworn NSW Police Force or NSW Crime Commission officers. Our staff include former police officers from other jurisdictions in Australia and overseas.

Our organisational structure

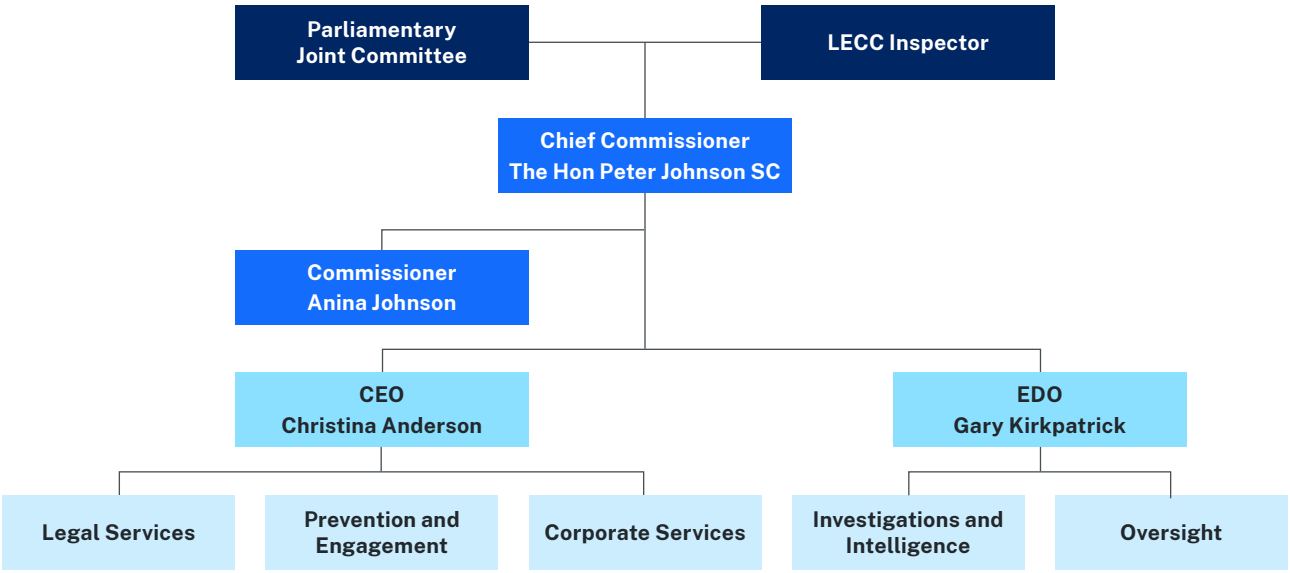
The Commission's structure consists of a Chief Commissioner and Commissioner appointed by the Governor, a Chief Executive Officer, and an Executive Director Operations.

The 2-Commissioner structure provides a robust decision-making process in relation to the use of the Commission's coercive powers. As the holders of independent statutory positions, the Chief Commissioner and Commissioner are accountable to Parliament for the performance of their functions.

The Chief Executive Officer of the Commission, as the head of the staff agency, employs the staff undertaking the work of the Commission and is responsible for the management and governance of the Commission and other public sector–related obligations. The Executive Director Operations is accountable for the investigations and functions of the Oversight and Integrity divisions.

The Chief Executive Officer and Executive Director Operations work with the Commissioners to ensure there is appropriate resourcing and support for Commission operations.

Our organisational chart



Our senior executive team



Chief Commissioner: The Hon Peter Johnson SC

The Hon Peter Johnson SC was appointed as the Chief Commissioner of the Law Enforcement Conduct Commission in July 2022.

Chief Commissioner Johnson graduated with a Bachelor of Arts in 1972, a Bachelor of Laws in 1975, and a Master of Laws in 1982, all from the University of Sydney. He was admitted as a solicitor in 1976 and worked from 1976 to 1982 in the Public Solicitor's Office (now Legal Aid NSW), appearing in criminal proceedings in Courts of Petty Sessions, and the District and Supreme courts. He was admitted as a barrister in 1982 and appointed as Senior Counsel in 1997. He practised at the private bar in a range of matters including criminal trials and appeals, administrative law and health disciplinary proceedings. He also has extensive experience as Counsel Assisting (or Counsel for an interested party) before Royal Commissions, Special Commissions of Inquiry, the Police Integrity Commission, the Independent Commission Against Corruption (ICAC), coronial inquests, and inquiries under s 475 of the *Crimes Act 1900* (NSW) (Crimes Act).

Chief Commissioner Johnson appeared in various inquiries with a policing context, including the Blackburn Royal Commission in 1988 and 1989 (as Junior Counsel Assisting), the inquest concerning the suspected death of Christopher Dale Flannery in 1994–1996 (as Counsel Assisting), the Royal Commission into the NSW Police Service in 1995–1996 (as Counsel for the Police Board of NSW), and the Police Integrity Commission Phase II and Phase III Operation Saigon hearings in 1999–2001 concerning the fatal shooting by police officers of Roni Levi (as Senior Counsel Assisting).

In 1998 and 1999, Chief Commissioner Johnson occasionally sat as an Acting Judge of the District Court of NSW, hearing and determining civil proceedings.

In 2003 and 2004, Chief Commissioner Johnson was an Assistant Commissioner at an inquiry by the ICAC. The inquiry recommended prosecuting a member of Parliament for having made deliberately false and misleading statements to ICAC about using his official staff to help establish a private gaming consultancy, which he proposed to operate after his retirement from Parliament.

In 2005, Chief Commissioner Johnson was appointed as a Judge of the Supreme Court, where he sat in the Common Law Division. He served as Possession List Judge (2005–2009) and Criminal List Judge (2013–2017). He presided at a wide range of criminal and civil trials and sat frequently as an appellate judge in the Court of Criminal Appeal. He has also served as a part-time Commissioner of the NSW Law Reform Commission, contributing to criminal law reform in the areas of sentencing and criminal appeals.

As a trial and sentencing Judge, Chief Commissioner Johnson presided in a wide range of proceedings including charges of murder, manslaughter, terrorism, female genital mutilation, tax fraud, and money laundering.

Since 1986, Chief Commissioner Johnson has been a joint author of *Criminal Practice and Procedure NSW* (LexisNexis).



Commissioner: Anina Johnson

Ms Johnson has degrees in law and sociology from Murdoch University and a Master (Research) of Law from the Australian National University, which she completed with the help of a Lionel Murphy Scholarship.

She was appointed as Commissioner of the Law Enforcement Conduct Commission in May 2022.

From 2012 to 2022, Ms Johnson held the position of Deputy President (Forensic) at the NSW Mental Health Review Tribunal, where she sat in both the Forensic and Civil divisions of the Tribunal. She was also involved in strategic issues in relation to forensic mental health, including significant legislative reform.

Prior to her Tribunal appointment, Ms Johnson worked as a Senior Solicitor and Solicitor Advocate in the NSW Crown Solicitor's Office for 12 years, where she appeared in complex matters, including as Counsel Assisting the Coroner in coronial inquests relating to policing matters.

Ms Johnson is an Adjunct Associate Professor with the University of NSW and has published and presented in the areas of mental health, criminal law and administrative law.



Chief Executive Officer: Christina Anderson

Ms Anderson was appointed Chief Executive Officer in May 2021.

Ms Anderson is a member of CPA Australia and has extensive public sector experience within finance and corporate governance, having worked in several agencies including the Royal Commission into the NSW Police Service, Sydney Opera House Trust, and the Department of the Environment.

As Chief Executive Officer, Ms Anderson provides advice to assist the Commissioners in their decision-making and provides leadership and guidance to the executive management team.

Ms Anderson is responsible for leading and directing day-to-day management of the Commission to ensure compliance with statutory and budgetary frameworks.



Executive Director Operations: Gary Kirkpatrick

Mr Kirkpatrick holds the position of Executive Director Operations and is responsible for the performance and conduct of the Oversight and Integrity divisions of the Commission.

Mr Kirkpatrick was a Federal Agent in the Australian Federal Police prior to being appointed as Manager, and later the Director Operations, within the Police Integrity Commission.

At the commencement of the Law Enforcement Conduct Commission, Mr Kirkpatrick was appointed as Director Integrity and was later appointed the Executive Director Operations.

2. Strategy

This section outlines the activities we undertook throughout the reporting period to support our strategic priorities.

2

2.1 Strategy overview

Our 2023–2026 strategic plan sets out our key priorities and provides direction to assist us in achieving our vision of being a highly effective, independent oversight body.

The plan recognises the independence of the Commission and the importance of our role in promoting the integrity of law enforcement in NSW. The plan acknowledges our core functions and aims to build and strengthen our capabilities to deliver these functions effectively and efficiently for the State of NSW.

This is the final year that we will report on the 2023–2026 plan. The 2026–2029 strategic plan was developed during the reporting period. This plan will see a change in Commissioners. With this in mind, the 2026–2029 plan has been developed to provide incoming Commissioners with a clear strategic path on which to build future planning.

The 2026–2029 strategic plan will focus on 3 key priorities: improving awareness and accessibility, being a data-driven agency and continued investment in our people. The 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 NSW.

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.

2023–2026 strategic priorities

Striving for systemic change

Our ambition is to proactively address growing areas of concern in law enforcement practice across NSW. The Commission will embrace a strategic analytics approach, characterised by proactive measures and leadership, informed by data driven forecasting, and supported by system-wide education and impact initiatives.
We will foster greater collaboration, championing knowledge and skills sharing, to ensure that the Commission is a cohesive organisation that can optimally oversight the NSW Police Force and the NSW Crime Commission.

Demonstrating our value

It is essential to actively work to increase public awareness of the Commission's role and purpose, to enable stronger awareness and recognition of the Commission's public value in upholding the standards of law enforcement in NSW. Greater community and partner engagement will bolster public confidence in our independence and objectivity. This will ensure our services are accessible, and we can maximise our impact, so the Commission can gain greater recognition and trust as an organisation.

Connecting through our culture

Our aim is for a Commission with a unified vision and purpose, and with a culture that can attract and retain the greatest talent in increasingly competitive markets. We will actively strive to foster cohesion and innovation across our teams, and nurture an ethos of 'One Commission, One Culture'. Our internal standards of best practice and integrity will foster cultural safety, and ensure we can lead by example, setting a firm standard for others to follow.

We will foster genuine inclusion and celebrate diversity, to best support and champion our staff.

The Commission largely achieved all priorities within the 2023–2026 plan. Our key achievements are outlined in the following pages. Further details of the work the Commission has undertaken towards each focus area are included throughout this report.

2.2 Strategic Plan 2023–2026

Strategic priority 1: Striving for systemic change

We have built a strategic analytics capability that enables us to proactively address issues affecting law enforcement standards across NSW.

Throughout the reporting period, the Commission embedded this capability and progressed technical enhancements to deliver improvements across all areas of our business. We have:

- used strategic intelligence to inform executive decision-making to maximise the impact of the Commission's focus and operations. Strategic reports have analysed emerging issues, legislative changes, and future risks to Commission operations
- used strategic intelligence to support the Oversight Division to complete a data review of core processes and system requirements
- continued to enhance information sharing across Commission business units by producing strategic intelligence papers to support the proactive collection of information and provision of effective advice
- established a foundational artificial intelligence (AI) capability, focused on speech-to-text, automated transcription and summarisation. The AI pilot has provided a controlled foundation for assessing the effectiveness, accuracy, security and operational value of these capabilities before considering broader or more advanced AI applications
- strengthened our strategic partnerships with national integrity and oversight agencies, enabling the sharing of resources and ideas to drive best-practice outcomes that are beneficial for all agencies.

Strategic priority 2: Demonstrating our value

A key focus for the Commission is to increase public awareness by actively communicating the work of the Commission as a foundation for quality law enforcement across NSW.

We aimed to build greater public awareness by taking a more strategic and proactive approach to communication and community engagement.

Throughout the reporting period, we increased our use of technology and social media to highlight our work, communicated more broadly, and proactively engaged with core community groups to raise awareness and trust.

We demonstrated the impact of our work by:

- publishing 7 investigation reports dealing with individual officer misconduct and organisational systemic issues
- publishing a report that looked at police officers involved in family and domestic violence
- publishing a report that looked at the police response to failed prosecutions that included adverse comments by a judicial officer
- launching our inaugural First Nations Strategy. The First Nations Strategy builds on our Reflect Reconciliation Action Plan 2023 and demonstrates our commitment to fostering trust and strengthening our relationship with First Nations communities across NSW
- participating in working groups and communities of practice with other integrity agencies to share learnings and expertise
- improving the accessibility of Commission information available on our public website in languages other than English
- attending targeted outreach programs, career expos and community engagement events
- presenting on the work of the Commission to other agencies including Corrective Services NSW.

Strategic priority 3: Connecting through our culture

Our aim is to build a strong collaborative culture where our teams effectively share knowledge and skills so that our people feel that we are one organisation.

We have strengthened our employee experience to ensure all staff feel valued, respected and connected through:

- implementing a culture uplift program that includes staff- and leader-led initiatives aimed at building and improving culture
- holding regular all-staff information sessions covering general updates, as well as bespoke presentations on topics of interest and relevance to the Commission with internal and external presenters
- conducting quarterly ‘Lunch & Learn’ sessions with an Indigenous focus. The sessions, hosted by Dixie Crawford, included discussions with First Nations guest speakers on topics relevant to the Commission’s work
- improving the onboarding experience for new staff through ‘meet and greet’ sessions with the executive and key staff, and improved online induction training
- promoting a culture of continuous improvement through targeted training and individual education and development
- implementation of a new recruitment platform to improve the recruitment experience for internal panel members and applicants.

3. Operations and performance

This section details the Commission's operational activities and achievements during the reporting period.

3

3.1 Oversight

Overview

The Oversight Division performs critical assessment and oversight of the NSW Police Force and the NSW Crime Commission. The division has 4 distinct units:

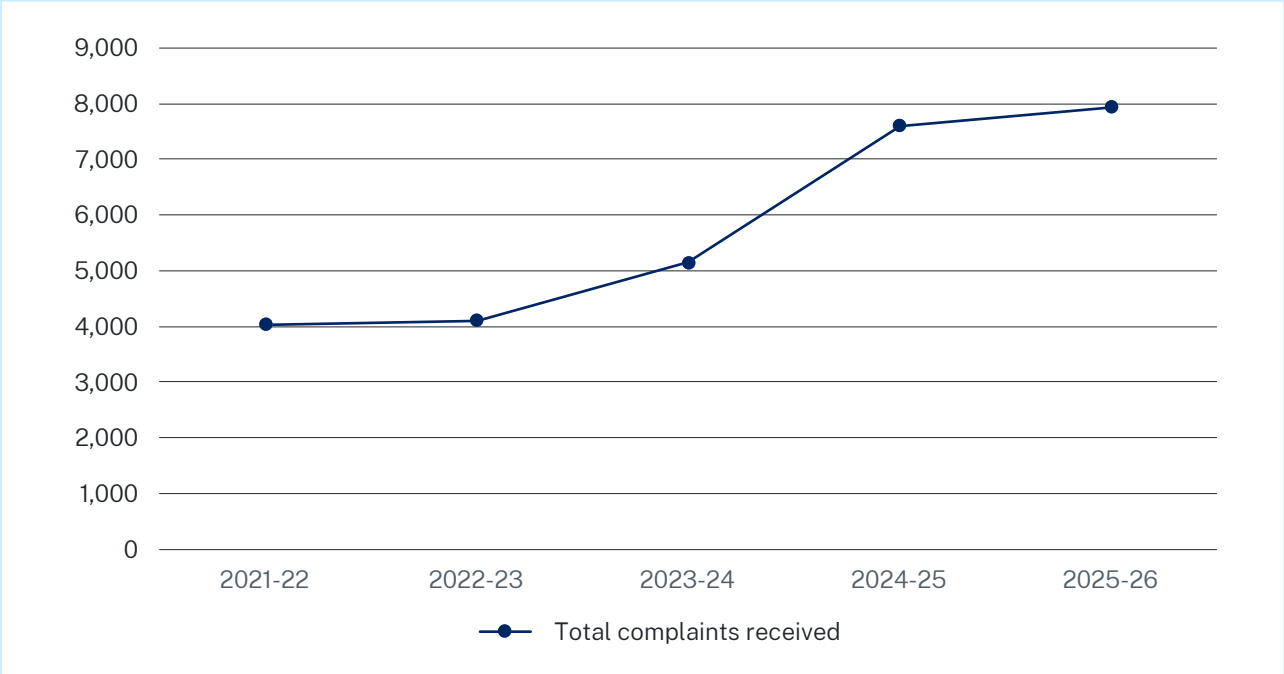
- **Assessments** – assesses complaints
- **Investigations Oversight** – oversights complaint handling and misconduct investigations
- **Critical Incident Investigation and Monitoring (CIIM)** – oversights critical incident investigations
- **Inspections** – inspects misconduct management systems.

Together, these functions support the Commission's role in ensuring complaints and misconduct matters are dealt with appropriately, while promoting accountability, transparency and public confidence in the NSW Police Force and the NSW Crime Commission.

Increasing pressure on complaint handling

Over recent years, the number of complaints alleging police misconduct has substantially increased.

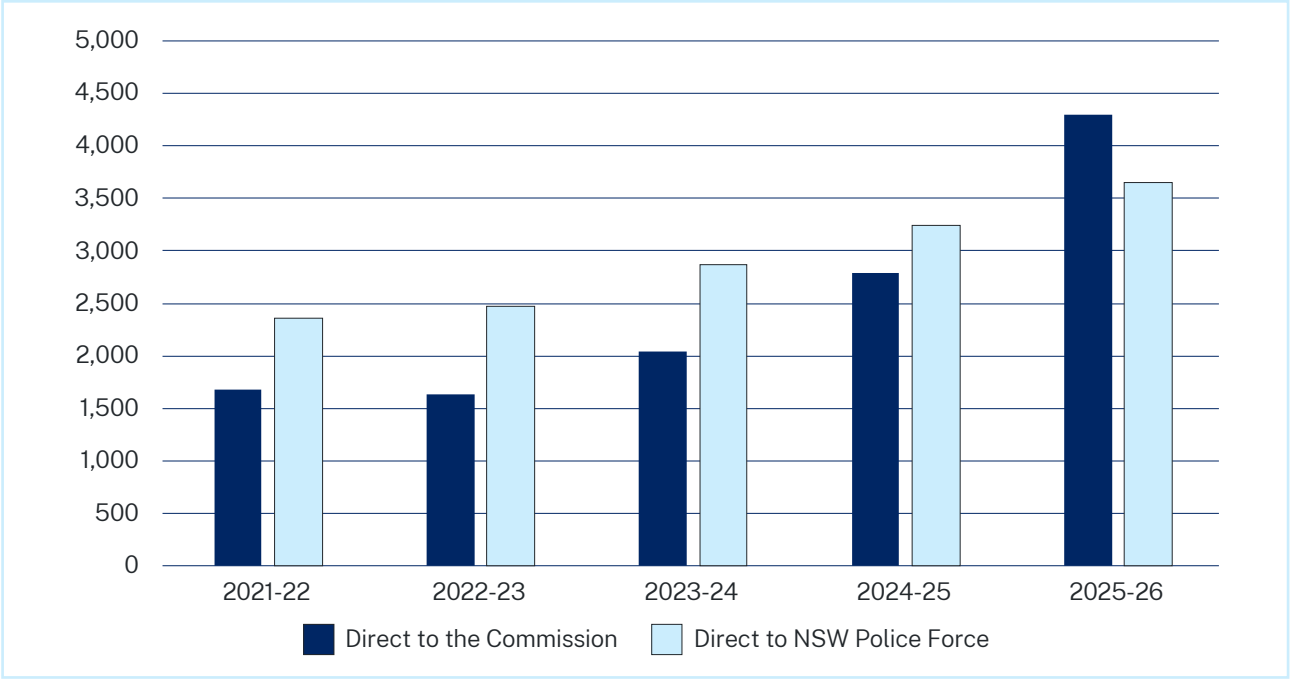
Figure 1: Annual complaint numbers – police misconduct



Complaint numbers have risen since the inception of the Commission in 2017. In recent years, however, complaints have risen at a significant rate. In 2025–26, the Commission received 7,944 complaints; this represents a 97% increase over the previous 5 years.

The Commission has observed a steady rise in the proportion of complaints made directly to the Commission compared to the NSW Police Force.

Figure 2: The proportion of complaints received direct to the Commission and NSW Police Force



During the reporting period, the Commission also observed an increase of approximately 1.25% in complainants who identify as First Nations people and approximately 3.45% increase in complainants who report having a disability.

The increase in complaint numbers has placed pressure on the division's resources and resulted in extended time frames for processing complaints.

Critical incident declarations have also increased over the previous 5 years, totalling 49 in 2025–26, representing a 36.1% increase from the 36 declarations recorded in 2021–22. This was the highest number of critical incidents annually since the commencement of the Commission.

The Oversight Division has continued to make important structural and operational changes in response to the increasing demand. These changes will support improvements to complaint handling while ensuring the division continues to meet its statutory oversight functions within a challenging environment.

Looking ahead

In the year ahead, the division will strengthen its oversight functions by enhancing complaint handling processes and streamlining workflows, improving technology capability and embedding further operational improvements through training and development.

A focus on efficient and effective oversight will support the division in responding to increasing demand while maintaining public confidence in the Commission's work.

Assessments

In 2025–26:



We received **7,944** complaints



We assessed **8,046** complaints



We managed over **14,000** items of correspondence



We answered **5,282** phone calls



We made **12 directions** to investigate under s 99(3)



We issued **266** requests for information under s 102



We made **155 recommendations** about handling of complaints under s 131(4)

The Assessments Unit is the entry point to the Commission's oversight of the NSW Police Force and the NSW Crime Commission. Every complaint received by the Commission is first considered by the Assessments Unit, whose work ensures concerns about misconduct are identified, assessed and referred for the most appropriate action.

Through this work, the unit plays a key role in strengthening the integrity of, and public confidence in, the NSW Police Force and NSW Crime Commission.

As the Commission's first point of contact, the unit receives and assesses complaints made directly to the Commission from members of the public, police officers, other public sector agencies, and other stakeholders. It also receives complaints initially made to the NSW Police Force and the NSW Crime Commission.

The Assessments Unit determines whether a complaint involves notifiable or not notifiable misconduct and recommends the most appropriate course of action. This may include recommending that the Commission investigate the matter, referring it to the NSW Police Force or NSW Crime Commission for action, or taking other steps available under the Commission's legislative framework.

When complaints are referred to the NSW Police Force or NSW Crime Commission, the unit reviews the action taken to determine whether the Commission is satisfied the complaint has been handled appropriately.

By assessing complaints independently, the unit helps ensure matters are identified early and appropriate action is taken.

The number of complaints received by the Commission has increased steadily over recent years.

Complaints received and assessed by the Intake and Assessments Team

During 2025–26, the Commission received 7,944 complaints.

Of these, 3,656 were received from the NSW Police Force and 4,288 were received directly from members of the public or referred from other agencies, including the NSW Crime Commission, judges, elected officials and other public sector agencies in NSW and other states and territories. This also includes complaints generated by the Commission.

Table 1: Total number of assessments of complaints completed by the Commission

Year	2021–22	2022–23	2023–24	2024–25	2025–26
Total complaints received	4,032	4,105	5,144	7,607	7,944

* These figures relate to police notifiable, public notifiable and public not notifiable complaints.

Table 2: Total complaints assessed that were made directly to the Commission compared with complaints assessed from NSW Police Force databases

Year	2021–22	2022–23	2023–24	2024–25	2025–26
Total complaints assessed that were made direct to the Commission	*1,811	*1,599	*2,192	*2,962	*4,393
Total complaints assessed from the NSW Police Force	2,490	2,451	2,842	3,459	3,653

* These figures relate to the assessment of Notifiable and not notifiable complaints made to the Commission.

Not notifiable misconduct refers to complaints that do not meet the threshold for notification to the Commission under the LECC Act and the s 14 Guidelines. While these matters do not involve allegations of the more serious types of misconduct, they are still assessed by the Commission Assessments Unit to determine the most appropriate way for the complaint to be managed.

In 2025–26, the Commission received 6,374 complaints deemed to be notifiable misconduct (2,724 direct to the Commission and 3,650 from the NSW Police Force) and 5,853 not notifiable misconduct (1,570 direct to the Commission and 4,283 from the NSW Police Force). During the reporting period, the Commission received and assessed 12,227 notifiable and not notifiable complaints.

In addition to receiving and assessing complaints, the unit also reviews additional correspondence received from members of the public, the NSW Police Force, the NSW Crime Commission and other stakeholders. Additional correspondence is reviewed to determine if new allegations of misconduct are made, or any other action is required in relation to a complaint. The Commission also receives and reviews correspondence that may be identified as out of jurisdiction.

In 2025–26, the Assessments Unit received approximately **14,000** items of additional correspondence.

The Assessments Unit also manages all complaints, enquires and requests received by telephone. This includes people who are in custody in a NSW correctional facility and who wish to make a complaint about the NSW Police Force or NSW Crime Commission.

In 2025–26, the Assessments Unit received **5,282** phone calls from members of the public, police officers, people in correctional facilities and other stakeholders.

Operation Makalu

On 17 February 2026, the Commission commenced Operation Makalu, an investigation into the NSW Police Force operation at Sydney Town Hall and surrounding areas on 9 February 2026.

The investigation resulted in an unprecedented volume of complaints and information received by the Commission. The Assessments Unit was responsible for receiving, registering and assessing each complaint, while also processing a significant volume of correspondence, supporting information and digital evidence.

In relation to Operation Makalu, the Commission received **845** complaints.

Of these, **610** were made directly to the Commission, including **34** using a secure QR code established for Operation Makalu, and **235** were received from the NSW Police Force.

The Assessments Unit reviewed all the complaints and found that **399** complaints were made by persons directly involved in the police operation and **446** complaints were of a general nature or by persons who were affected but not directly involved in the police operation.

Mandatory reporting

Section 33 of the LECC Act provides a statutory requirement for notification to the Commission by certain public officials and agencies where there are reasonable grounds to suspect officer misconduct or serious maladministration. Unlike complaints made by members of the public, these referrals arise from a legislative obligation to notify the Commission of matters that may require oversight or investigation.

Section 33 referrals may be received from office holders such as the Crime Commissioner, the Ombudsman, ICAC, the Children's Guardian and other public authorities, all of whom have an obligation under the LECC Act.

Table 3: Reports of misconduct matters by other agencie/under s 33 of the LECC Act

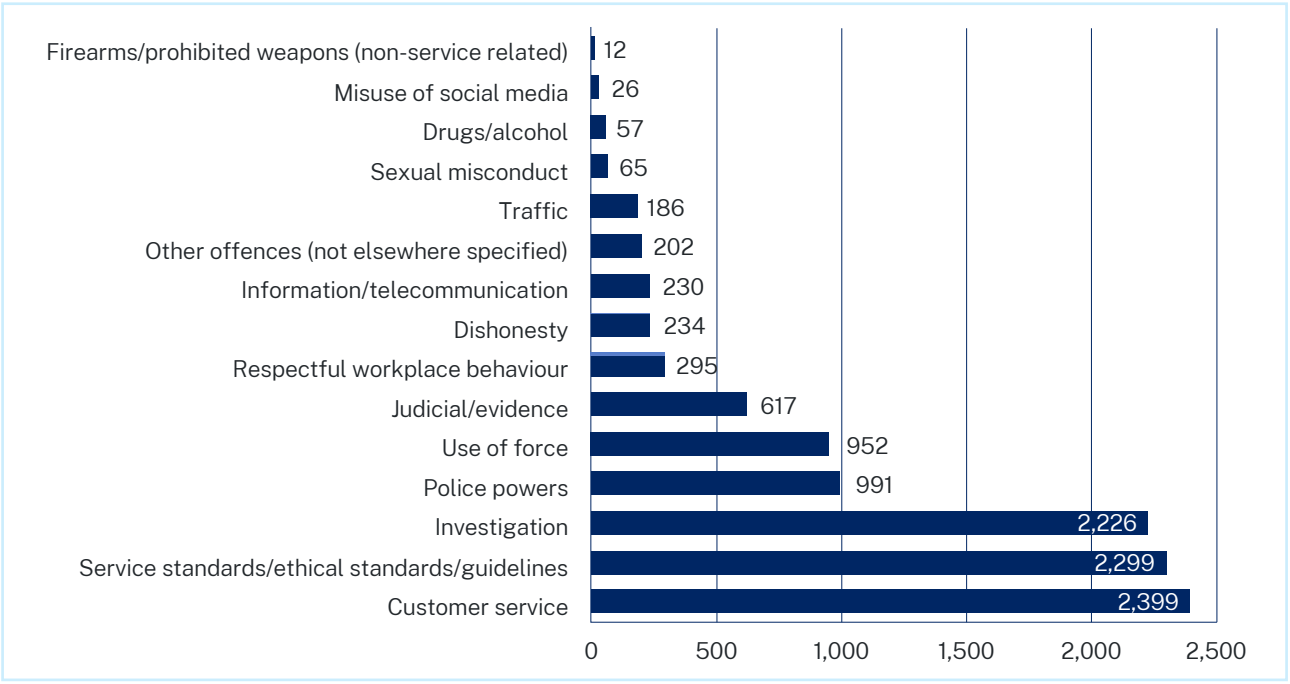
Year	2021–22	2022–23	2023–24	2024–25	2025–26
NSW Crime Commission	2	5	14	8	1
Independent Commission Against Corruption	97	80	68	68	65
Fire and Rescue NSW	1	2	1	0	0
Office of the Children's Guardian	0	1	0	0	0
Juvenile Justice	0	0	0	4	7
Legal practitioners (not judiciary)	0	2	0	21	35
Members of judiciary	0	0	0	2	2
Members of Parliament	0	0	0	27	16
NSW Ombudsman	0	0	0	0	2
Another agency	0	0	0	0	12

Types of misconduct

In 2025–26, the types of misconduct most frequently notified to the Commission included allegations of:

- unreasonable use of force
- deficient and/or inadequate investigation – domestic and family violence–related
- unreasonable and/or unprofessional behaviour (not customer service–related)
- fail to comply with the *Law Enforcement (Powers and Responsibilities) Act 2002 (NSW)* (LEPRA)
- fail to investigate domestic violence and other offences
- fail to comply with NSW Police Force policy and procedures
- assault (on/off duty).

Figure 3: Types of allegations relating to police misconduct



* This graph should be viewed as an approximation. These figures reflect an estimation based on the best available information.

Requests for information

To effectively oversee the handling of complaints by the NSW Police Force and the NSW Crime Commission, the Commission may request additional information or material to assist it. This information can include documents, body-worn video (BWV), in-car video, and other electronic material that helps the Commission determine whether a complaint has been handled appropriately and whether any further action is required.

The LECC Act provides the Commission with powers to obtain information from the NSW Police Force where necessary to support its oversight functions. Access to relevant information enables the Commission to independently assess complaints, review decision-making by the NSW Police Force or NSW Crime Commission and ensure matters are considered on the basis of all available evidence.

The Commission may request information from the NSW Police Force under ss 41 and 102 of the LECC Act.

Table 4: Requests for information under s 41 of the LECC Act

Year	2021–22	2022–23	2023–24	2024–25	2025–26
Requests for information (s 41)	15	16	0	13	3

Table 5: Requests for information (at assessment)[8] under s 102 of the LECC Act

Year	2021–22	2022–23	2023–24	2024–25	2025–26
Requests for information (s 102)	108	226	220	121	267

Review of decisions not to investigate

As part of the Commission's oversight role, the Commission reviews decisions made by the NSW Police Force about whether to investigate complaints involving notifiable misconduct. This review helps ensure complaints are assessed consistently and that decisions made by the NSW Police Force not to investigate are appropriate in the circumstances.

Where the Commission is not satisfied with the NSW Police Force's decision to decline to investigate a complaint, the LECC Act allows the Commission to require the NSW Police Force to investigate the matter. This power helps ensure allegations of misconduct that require investigation are not dismissed without appropriate consideration.

During 2025–26, the Commission issued **12** Notices under s 99(3) of the LECC Act, requiring the NSW Police Force to investigate complaints where the Commission was not satisfied that a decision to decline an investigation was appropriate.

Table 6: Requirements to investigate pursuant to s 99(3)[9] of the LECC Act

Year	2021–22	2022–23	2023–24	2024–25	2025–26
Requirement to investigate pursuant to s 99(3) LECC Act	16	24	32	35	12

8 The Investigation Oversight Unit reports separately on requests it makes under s 102 of the LECC Act.

9 The Investigation Oversight Unit reports separately on requests it makes under s 99(3) of the LECC Act.

Recommendations

In addition to requiring the NSW Police Force to investigate complaints in certain circumstances, the Commission may make recommendations about how a misconduct complaint should be managed or investigated. Recommendations are made where the Commission considers that a different approach is necessary to ensure a complaint is dealt with appropriately.

These recommendations may relate to how a complaint is categorised, the level of investigation, or the need for additional allegations to be considered. While the NSW Police Force is not required to adopt the recommendations, it must take them into account when determining how the complaint should be managed.

During 2025–26, the Commission made **155** recommendations to the NSW Police Force under s 131(4) of the *Police Act 1990* (NSW) (Police Act).

Table 7: Recommendation pursuant to s131(4)[10] of the Police Act

Year	2021–22	2022–23	2023–24	2024–25	2025–26
Recommendation pursuant to s131(4) *Police Act 1990*	62	114	99	71	155

10 The Investigation oversight Unit report separately on requests it makes under s 131(4) of the Police Act.

Case study: Commission investigation

In July 2025, the Commission received a complaint from a Member of Parliament concerning the circumstances surrounding the death of Ms Lindy Lucena. The complaint raised concerns about the NSW Police Force's response to requests for assistance, the handling of alleged domestic violence, and the actions taken by police immediately following the incident.

Given the seriousness of the allegations and the significant public interest in the matter, the Assessments Unit undertook a detailed assessment and recommended that the Commission commence an investigation.

In August 2025, the Commission commenced Operation Almas to examine the police response to the events leading up to Ms Lucena's death and the actions taken following the incident.

Case study: Oversight of a multi-officer misconduct complaint

In September 2025, the Commission reviewed the NSW Police Force's handling of a complaint concerning the alleged unauthorised access to a restricted video file by a number of police officers across multiple commands.

During its assessment, the Commission identified inconsistencies in how the complaint had been managed, including additional subject officers who had not initially been identified and differences in the way allegations had been recorded and assessed.

The Commission made recommendations to promote a consistent and coordinated approach to the investigation and requested additional information to support its oversight. The NSW Police Force accepted the recommendations, completed its investigation and took appropriate action. Following its review, the Commission was satisfied with the way the complaint had ultimately been managed.

Case study: Public interest disclosure

In December 2025, the Commission received an anonymous complaint alleging inappropriate recruitment practices within the NSW Crime Commission. Following assessment, the matter was identified as a public interest disclosure.

The Commission referred the complaint to the NSW Crime Commission with recommendations about how the matter should be managed and subsequently reviewed the action taken.

The Commission was satisfied that the NSW Crime Commission responded appropriately to the allegations. As a result of the review, the NSW Crime Commission also clarified recruitment processes for staff and reviewed its relevant policies and procedures to strengthen future recruitment practices.

Case study: Oversight of a serious misconduct investigation

In February 2026, the Commission reviewed the NSW Police Force's handling of a complaint alleging that a police officer had repeatedly accessed information on NSW Police Force systems without authorisation for personal purposes.

Given the seriousness of the allegations, the NSW Police Force commenced an investigation and implemented interim risk management measures while inquiries were undertaken.

The Assessments Unit reviewed the NSW Police Force's initial response and was satisfied that appropriate action had been taken. Following completion of the investigation, the Commission reviewed the outcome and was satisfied that the complaint had been appropriately investigated and managed.

Investigations oversight

In 2025–26, we finalised the review of 2,352 NSW Police Force misconduct investigations:



9

new misconduct investigations monitored



3,308

requests for information (s 102)



10

requests for further investigation (s 104)



10

requests for review of investigation outcome (s 105)

Overview

A core function of the Commission is the investigation oversight function. The Misconduct Review and Monitoring Unit's primary focus is to ensure misconduct matters that are investigated by the NSW Police Force or NSW Crime Commission are dealt with, and investigated, in an appropriate manner by the relevant agency.

The LECC Act places primary responsibility on the NSW Police Force and the NSW Crime Commission to investigate allegations of misconduct. The Commission's Misconduct Review and Monitoring Unit reviews the finalised misconduct investigation conducted by the NSW Police Force under Part 8A of the Police Act. These reviews ensure the NSW Police Force conducted the investigations reasonably, satisfactorily and with appropriate outcomes.

The Misconduct Review and Monitoring Unit can also monitor in real time ongoing police investigations conducted by the NSW Police Force or the NSW Crime Commission under s 101 of the LECC Act. This may include a new investigation, or where the Commission considers an investigation to be deficient and the NSW Police Force conducts a further investigation following a statutory request.

The unit supports the Commission's objective of identifying opportunities to address systemic issues in complaint handling by the NSW Police Force and in the exercise of police powers.

To determine the level of oversight required, the Misconduct Review and Monitoring Unit reviews all notifiable misconduct investigation reports to assess their level of risk and priority. This risk assessment determines whether a matter is finalised at triage, undergoes a preliminary review, or has a full review conducted.

Investigation oversight received and completed by the unit

During 2025–26, the Misconduct Review and Monitoring Unit received 2,402 NSW Police Force misconduct matter investigations reports for oversight under Part 7 of the LECC Act. The Commission finalised the review of 2,352 misconduct matter investigations during this period, which included matters brought forward from the previous year.

Requests for information

To effectively oversee the NSW Police Force and the NSW Crime Commission, the Commission may request additional information or material.

The Police Act requires the Commission to have unrestricted access to the NSW Police Force misconduct database. However, the NSW Police Force does not use this database to store electronic evidence relating to misconduct matters. This includes BWV, taser footage, in-car video, CCTV, and footage provided by complainants.

The Commission does not have direct electronic access to the systems used by the NSW Police Force to store this material. Therefore, we need to request this material from the NSW Police Force to complete our oversight function under Part 7 of the LECC Act. If additional information is obtained during the police investigation stage that has not previously been provided to the Commission, the Commission may request this information.

Section 102 of the LECC Act provides the Commission with powers to request information from the NSW Police Force and the NSW Crime Commission to support its oversight functions.

As well as electronic evidence, we can request other information from the NSW Police Force, such as:

- an explanation of policies, procedures and practices relating to the conduct
- documentary and other information in respect of inquiries made by the NSW Police Force into the misconduct matter
- explanation, comment or information in connection with the misconduct matter.

Table 8: Requests for information (oversight) under s 102 of the LECC Act

Year	2022–23	2023–24	2024–25	2025–26
Requests for information (s 102)	263	188	338	308

Misconduct investigations subject to oversight

The Police Act and the LECC Act set out the statutory framework for the Commission's oversight of misconduct matter investigations by the NSW Police Force. The Commission can oversee any misconduct matter investigation. However, the focus is on oversight of matters classified as notifiable misconduct under the s 14 Guidelines. The table below only includes matters classified as notifiable misconduct.

Table 9: Matters received

Year	2022–23	2023–24	2024–25	2025–26
Completed NSW Police Force notifiable misconduct matter investigations	2,104	1,926	2,449	2,402
Completed NSW Crime Commission notifiable misconduct matter investigations	1	1	1	0
Total	2,105	1,927	2,450	2,402

Table 10: Matters finalised

Year	2022–23	2023–24	2024–25	2025–26
NSW Police Force notifiable misconduct matter investigations where oversight was finalised by the Commission	2,129	2,027	2,567*	2,352

* The Commission identified that it under-reported the figure as 1,562 in the 2024–25 Annual Report.

Correspondence under ss 104 and 105 of the LECC Act

If the Commission considers that the NSW Police Force or the NSW Crime Commission have not fully or properly investigated a misconduct matter, it can request that they conduct a further investigation.

If the Commission is not satisfied with action proposed by the NSW Police Force or the NSW Crime Commission after a misconduct investigation, it may request that they review their decision.

The NSW Police Force and the NSW Crime Commission are not compelled to comply with these requests. However, they must provide an explanation for their decision should they decline to reinvestigate or not change their proposed action.

In some matters, the Commission may recommend that the NSW Police Force undertake a further investigation. The NSW Police Force may determine that additional investigation is not required; however, in considering the Commission's recommendation, it reviews the matter and the action previously taken. This further review can result in the NSW Police Force reconsidering its original assessment and, in some cases, reaching a different finding or outcome.

During the reporting period, we made the following requests under ss 104 and 105 of the LECC Act.

Table 11: Requests under ss 104 and 105 of the LECC Act

Year	2022–23	2023–24	2024–25	2025–26
Section 104 requests issued	31	22	19	10
Total number of reinvestigations following s 104 notices	11	8	12	9
Total number of reinvestigations that resulted in a different finding	6	3	6	6
Section 105 requests issued	5	14	27	10
Total number of different findings following a s 105 notice for review of decision	2	2	15	2

Section 138 reports

Under s 138 of the LECC Act, the Commission may prepare a report about a NSW Police Force misconduct investigation. The final report is to be provided to the Minister for Police and Counterterrorism, the Commissioner of Police, and the complainant.

During the reporting period, we provided one s 138 report to the NSW Police Force for comment. That report has not been finalised due to related criminal proceedings.

Monitoring

Under s 101 of the LECC Act, the Commission may choose to monitor the progress of NSW Police Force or NSW Crime Commission misconduct investigations if it is in the public interest to do so. That monitoring provides real-time oversight of police misconduct investigations.

When monitoring a misconduct investigation, the LECC Act allows the Commission to:

- be present as an observer during interviews
- confer with police officers about the conduct of the investigation
- request the provision of reports on the progress of the investigation.

The LECC Act also allows the Commission to exercise its other functions under Part 7 of the LECC Act while monitoring the investigation.

As of 30 June 2026, the Commission was actively monitoring 9 NSW Police Force misconduct matter investigations under s 101 of the LECC Act.

When monitoring a matter, the Commission encourages the NSW Police Force to promptly provide it with the misconduct investigation report. This allows the Commission to review the report and raise any concerns before the subject officers and complainants are notified of the outcome. The Commission is of the view this process provides a fairer and more transparent investigation for the subject officer and the complainant.

Table 12: Status of matters monitored

Year	2022–23	2023–24	2024–25	2025–26
New monitoring matters commenced during reporting year	23	19	17	9
Total monitored by the Commission during reporting year	34	32	37	22
Finalised monitoring matters during the reporting year	21	12	20	15
On hand monitoring matters as at end of reporting year	13	20	24	7

Case study: Section 104 – Request for further investigation (MIR2024-0698)

The NSW Police Force commenced a misconduct investigation into allegations relating to an incident where a young person was observed to jump over public transport ticketing barriers. A police officer pursued the young person on foot, where the officer delivered 4 bursts of OC defensive spray to the young person's face.

The investigation made a finding for the allegation of Unreasonable Use of Force (On Duty) with Arms/Appointments and the officer was provided management action of Advice and Guidance.

The Commission was not satisfied with the level of management action, as the officer had previous findings for excessive use of force, one of which arose from a Commission investigation. The Commission highlighted that the use of the defensive spray may have amounted to criminal assault and noted issues with officers providing incorrect information and misrepresenting the number of bursts of spray used on the Court Facts Sheet.

Following a request by the Commission, a criminal investigation was commenced.

The investigation resulted in a charge of Common Assault against a Senior Constable, following advice from the Office of the Director of Public Prosecutions.

Case study: Section 104 – Request for further investigation (EXT2025-3116)

The NSW Police Force conducted a misconduct investigation relating to the strip search of a 16-year-old, who was searched without contacting a parent or guardian. The investigation resulted in a not sustained finding for Fail to Comply with LEPRA – Strip Searching.

The Commission reviewed the matter and raised concerns about senior officers failing to supervise the search despite knowing the age of the young person.

Following a request by the Commission, the police conducted a further misconduct investigation and made a finding against a Sergeant for Failure to Supervise. They also identified organisational issues regarding supervision during strip searches and proposed additional organisational change to remediate the issue.

Case study: Section 104 – Request for further investigation (EXT2025-1596)

The NSW Police Force conducted a misconduct investigation after a complaint was received relating to a young person accused of possessing a weapon. It was alleged that the officers used unreasonable force during the arrest of the young person.

Officers allegedly deleted the arrest footage from the young person's mobile phone and told the young person if the footage was not deleted, the young person would be 'in a caged truck back to the station'. The Commission was satisfied the officer involved assisted to delete the footage and failed to report attempts by other officers to delete the video footage from the young person's phone.

The Commission was satisfied the investigation regarding the force used was appropriately dealt with by police, resulting in a finding made against a Senior Constable, who was issued management action by way of an Assistant Commissioner's Warning Notice.

The Commission requested the Command conduct a further investigation in relation to the Failure to Report Misconduct.

However, police declined to reinvestigate, stating the officer who failed to report misconduct was a junior officer acting under direction from the senior officer.

The Commission was not satisfied with the response; however, it had exhausted its statutory capacity to pursue the matter further.

Case study: Section 104 – Request for further investigation (MIR2025-1829)

The NSW Police Force commenced a criminal investigation in relation to allegations of an officer unlawfully accessing police information, and an internal departmental investigation regarding the officer failing to comply with the NSW Police Force Declarable Associations policy.

A finding was made against the officer regarding the allegation of fail to comply with the Declarable Association policy. However, the criminal allegation of unlawful access against the officer was not sustained.

On review, the Commission made a recommendation that there was sufficient evidence to prove the allegation of Unauthorised /Unlawful Access – for Personal Gain/Use on the balance of probabilities, as the access and viewed records occurred without proper authorisation.

The police accepted the recommendation and later sustained the allegation of Unauthorised/Unlawful Access – for Personal Gain/Use against the Constable.

Case study: Section 104 – Request for further investigation (MIR2025-1809)

A NSW Police Force Constable arrested 2 young persons following a pursuit. A police misconduct investigation was initiated relating to allegations that excessive force was used on the young persons during the arrest.

The Commission reviewed the investigation and was satisfied the force used was reasonable in the circumstances; however, it identified additional issues not addressed in the investigation. Specifically, the Commission identified multiple occasions throughout the incident where the officer made unreasonable comments that were racially insensitive, disrespectful and threatening to the safety of the young persons. In addition, the officer recorded the young persons in custody using Snapchat when there was no policing purpose to do so.

The Commission requested the Command re-investigate the matter.

Police agreed to conduct a further misconduct investigation and sustained the allegations. The Commission was satisfied that appropriate management action was taken in line with the seriousness of the misconduct.

Case study: Section 104 – Request for further investigation (EXT2025-3158)

The NSW Police Force commenced a misconduct investigation into allegations that officers gained unlawful entry onto private property during a robbery enquiry. It was further identified that one of the officers allegedly failed to create official police records regarding the officers entering the property and questioning an occupant.

The Commission conducted a review of the NSW Police Force investigation and determined there was sufficient evidence to prove on the balance of probabilities that one of the officers failed to create adequate police records and used unprofessional language when leaving the address.

The Commission sent a notice requesting the Command sustain a finding against the officer for Fail to Create Record and update the police database record to reflect the officer's attendance and questioning. The Commission also requested that the officer be reminded of their obligations to act professionally under the NSW Police Force Code of Conduct and Ethics.

The Commander agreed and made a finding of Fail to Comply with Policy/Procedure against the officer and updated the police records to reflect the police attendance at the property. The officer was counselled in relation to their professional conduct when interacting with the public.

Critical incidents

In 2025–26:



We commenced monitoring **49** new critical incident investigations



We finalised monitoring **40** critical incident investigations and ceased monitoring **9** other investigations



We advised that **29** critical incident investigations were fully and properly conducted



We advised that for **11** critical incidents, aspects of the investigation were inappropriate

The Commission has the power to independently oversight and monitor the NSW Police Force's investigation of critical incidents if it decides that it is in the public interest to do so. The Commission's policy is to monitor all declared critical incidents from the time it is notified of the declaration.

The Commission's role in monitoring is important and ensures public confidence that the NSW Police Force investigates critical incidents in a competent, thorough and objective manner.

The Commission's critical incident monitoring team provides 24-hour on-call coverage for notification and attendance every day of the year.

What is a critical incident?

Under s 110(a) of the LECC Act, a critical incident is an incident involving a police officer or NSW Police Force employee that results in death or serious injury to a person. An incident is identified and declared to be a critical incident by the Commissioner of Police or delegate.

Section 110(b) defines 6 different types of police operations that warrant a critical incident declaration, in the public interest. They include deaths or serious injury that arise:

- from the discharge of a firearm by a police officer
- from the use of defensive equipment by a police officer
- from the application of physical force
- from the use of a police vehicle (motor vehicle, trailer, aircraft or vessel), including as a passenger
- while in police custody or while attempting to escape police custody
- during any police operation.

A critical incident may also be declared under s 111(b) of the LECC Act, when there are other grounds for considering that it is in the public interest to do so.

This section is rarely used by the NSW Police Force, but has been used in the past where there has been a discharge of a police firearm in high-risk circumstances, but no person was injured or killed.

The Commission has no jurisdiction to monitor a police investigation of an incident unless it is declared a critical incident, and/or it results in a complaint about the actions of police.

Critical incident investigations

Critical incident investigations are lengthy and often complex investigations. Once declared, critical incidents are investigated by an investigation team from a Police Area Command or District that is independent from the Command in which the incident occurred. In addition, an officer from the NSW Police Force Professional Standards Command is assigned to and reviews each critical incident investigation.

A critical incident investigation is broader in scope than a standard criminal investigation. The Senior Critical Incident Investigator (SCII) is required to consider the actions of police officers leading up to the incident as well as at the time of the incident. Investigating police must also consider the need for any changes to policies, practices or procedures that arise during the critical incident investigation, to reduce the risks of a similar incident occurring in the future.

The NSW Police Force keeps critical incident investigations open until all related coronial and criminal proceedings have been finalised. Nearly all critical incident investigations have related coronial or criminal proceedings, or both, and take several years to be finalised by the courts.

Monitoring critical incident investigations

The LECC Act provides that Commission investigators may:

- be present as observers at interviews conducted in relation to the critical incident
- attend the location of critical incidents
- be provided access to all documents (including interview recordings and transcripts) obtained during the investigation when monitoring critical incidents.

Commission investigators monitored the investigation of all critical incidents declared in 2025–26 and attended 57% of critical incident locations.

When the Commission 'attends' a critical incident, the Commission's monitoring investigator will attend the relevant police station to be briefed about the incident, to be advised of the progress of the investigation and to view any footage from the incident, before attending the critical incident scene.

When the Commission commenced monitoring critical incident investigations in 2017, monitoring investigators attended the same briefings as police investigating the incident, and the exchanges and taskings were transparently observed. This is no longer the case. On almost every occasion when the Commission attends the police station, the Monitoring Investigator is sequestered in an interview room off the front foyer of the police station and provided intermittent updates from the review officer, who speaks directly with police investigators. It is unclear why this approach has been taken by the NSW Police Force, but it lacks transparency and is likely less than what the public may reasonably expect.

While monitoring a critical incident investigation, the Commission will raise questions or potential concerns with the NSW Police Force via the nominated contact officer at an early stage. These questions or concerns are normally considered and resolved by the NSW Police Force prior to finalisation of the investigation.

If after raising concerns, the Commission still considers an aspect of the investigation is not being conducted in a competent, thorough or objective manner or in accordance with s 113(2) of the LECC Act, the Commission may notify the Commissioner of Police or the Coroner. The Commission only once used this power in the 2025–26 year, to provide advice to the Coroner, but more often and less formally escalated and resolved concerns via the Professional Standards Command.

In a critical incident investigation, the person being interviewed and the SCII must consent to Commission investigators being present as an observer during an interview, either in person or by audio visual link. In the reporting period, all involved police officers have refused to consent to the Commission investigator being present or to remotely observe their interviews. This has been a consistent and statewide position taken by police officers involved in critical incidents since the Commission's monitoring functions began.

Case Study: Strike Force Ursula – Advice to the State Coroner under s 116 of the LECC Act

Police were called to a residence in relation to a person armed with an axe and threatening persons attempting to serve an eviction notice upon her. When police arrived, the situation escalated and resulted in a siege. Specialist police officers attended to resolve the siege. After several hours of attempted negotiations, tactical police forced entry into the residence and the person was shot with a bean bag round, a less-than-lethal tactical option, which fatally injured the person.

While monitoring the critical incident investigation, the Commission requested the NSW Police Force provide the Commission with certain documents and information. Prior to the inquest, some documents and information had not been provided to the Commission and it was not clear whether the NSW Police Force had an intention to address some important issues. These concerns were raised in writing and verbally with the Commissioner of Police; however, no response was provided.

As such, the Commission was unable to be satisfied that the police critical incident investigation was being conducted in accordance with s 113(2) of the LECC Act or in a competent, thorough or objective manner, and the Commission considered it appropriate to raise these concerns with the Coroner. Although the inquest has only been part heard, the Commission's concerns are being addressed.

Critical incidents during the reporting period

During 2025–26, the Commission monitored the NSW Police Force investigation of 155 critical incidents. Of these, 49 were newly declared critical incident investigations, with the remainder carried over from the previous reporting period. We finalised monitoring of 40 critical incident investigations during the year, with 104 still ongoing as of 30 June 2026.

Of the 40 Critical Incident Investigation Reports finalised in the reporting year, the Commission provided advice that it considered the investigation was fully and properly investigated in 29 matters. In 11 matters, the Commission advised that it considered an aspect of the investigation inappropriate, of which 6 were substantive issues and 5 related to timeliness.

During 2025–26, the NSW Police Force revoked declarations of 5 critical incident investigations. When the NSW Police Force revokes a critical incident declaration, they are required to provide the Commission with the reasons for the revocation in an investigation cessation notice. In the reporting period, 3 investigations were ceased by the NSW Police Force on the basis that the injuries were less serious than first thought, and 2 on the Deputy Coroner's view that the death was not the result of a police operation under s 23(1)(c) of the *Coroners Act 2009* (NSW) after finding there was no connection between the actions of police and the death.

When the NSW Police Force revokes a declaration and ceases the critical incident investigation, the Commission is required to cease monitoring the investigation. Although the Commission ceased monitoring these 5 investigations as required under the LECC Act, the Commission did provide the NSW Police Force with advice of any concerns or requested a response to unresolved issues identified during its initial monitoring of the investigations.

During 2025–26, the Commission also decided to cease monitoring 4 investigations on the basis that the evidence arising from the investigation indicated that there was an insufficient connection between the death and the actions of police for the Commission to continue to monitor the investigation. The NSW Police Force was notified of the Commission's decision.

Throughout the course of critical incident investigations, the monitoring team and/or the NSW Police Force may identify issues not directly related to the critical incident being investigated, which could be considered to amount to officer misconduct. Where these issues have been raised, they are generally dealt with by the NSW Police Force as separate misconduct matter investigations under Part 8A of the Police Act. The Commission oversees these investigations in accordance with its oversight function under Parts 7 and 8 of the LECC Act.

Case Study: Strike Force Bellara – Critical incident declaration revoked by the NSW Police Force post inquest and request for response to prior recommendation

Police officers attended a rural property to execute a search warrant on Mr A. After Mr A was advised of the nature of the search warrant, Mr A got into his vehicle and drove away. About 20 minutes later, Mr A 'deliberately drove his vehicle onto the incorrect side of the road and into the path of an oncoming vehicle, with the intention of causing his own death and killing the driver of the other vehicle', Mr B.

Two years and 5 months later, the NSW Police Force advised the Commission that the Strike Force Bellara critical incident declaration had been revoked. The NSW Police Force advised that this decision was in line with the findings of the Deputy Coroner, who, after holding an inquest, decided that the deaths of Mr A and Mr B did not arise as a result of the police operation. In accordance with s 114(6) of the LECC Act, the Commission ceased monitoring the investigation.

While monitoring the investigation, and prior to the coronial inquest, the Commission had raised concerns in relation to the special risks arising when those accused of producing, accessing or distributing child abuse material become aware they are being investigated by law enforcement. This issue was not considered at inquest. The NSW Police Force advised that the Commission's recommendations would be thoroughly considered.

At the time of revocation, the NSW Police Force had not provided a response to the issues raised or the recommendation. The Commission is awaiting a response from the NSW Police Force.

Table 13: Critical incidents declared by the NSW Police Force

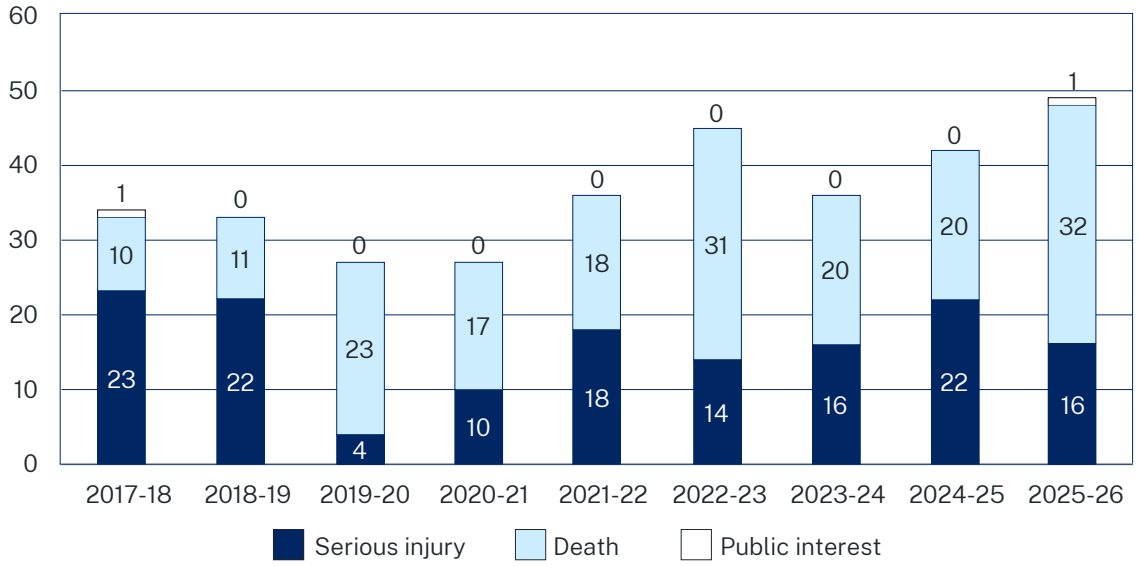
Year	2021–22	2022–23	2023–24	2024–25	2025–26
Declared by the NSW Police Force	36	45	36	42	49
Monitoring commenced by the Commission	36	45	36	42	49
Attended location	23	34	23	27	28
Ceased being classified as a critical incident by the NSW Police Force	4	8	6	9	5*
Ceased being monitored by the Commission	2	0	2	1	4
Finalised investigation by the NSW Police Force	13	10	20	28	39
Finalised by the Commission	22	10	22	24	40

* Incident from 2023–24 ceased in 2026 (Strike Force Bellara).

Of the 49 critical incidents declared in the reporting period, 32 (65%) resulted in a death and 16 (33%) resulted in a serious injury. Some of these incidents resulted in more than one death and more than one serious injury, or both a death and a serious injury, particularly for the category arising from the use of a police vehicle. However, for each critical incident in the below table, only a single outcome – a death, or a serious injury – is recorded for each critical incident.

There were 4 (8%) critical incidents that were declared in the public interest under s 111(b). The investigation of all critical incidents is in the public interest, but only one of these incidents did not result in a death or serious injury during a police operation. The other 3 incidents resulted in a death connected with the police response to a concern for welfare (2 incidents) or when a person attended a police station for assistance (1 incident) and should have been appropriately declared as likely to have resulted from a police operation under s 110(b)(vi) of the LECC Act. The Commission's data on outcomes of critical incidents, below, has been adjusted to reflect this.

Figure 4: Outcomes of critical incidents



In 2025–26, most critical incidents were declared by the NSW Police Force as arising from a police operation (18 or 37%), followed by the use of a police vehicle (15 or 31%), the discharge of a police firearm (9 or 18%), in the public interest to do so (4 or 8%), while a person was in custody (2 or 4%), and then, from the application of physical force (1 or 2%).

However, as stated above, in the Commission's view, 3 of the declarations made 'in the public interest to do so' are more accurately described as arising from 'death or serious injury' and 'a police operation' under s 110(b)(vi).

Section 110(b) of the LECC Act defines 6 different types of police operations that may result in a critical incident, and which warrant a critical incident declaration in the public interest. The category 'resulted from any police operation' s 110(b)(vi) should only apply to those operations where s 110(b)(i) to (v) would not more accurately describe the type of operation that led to the incident.

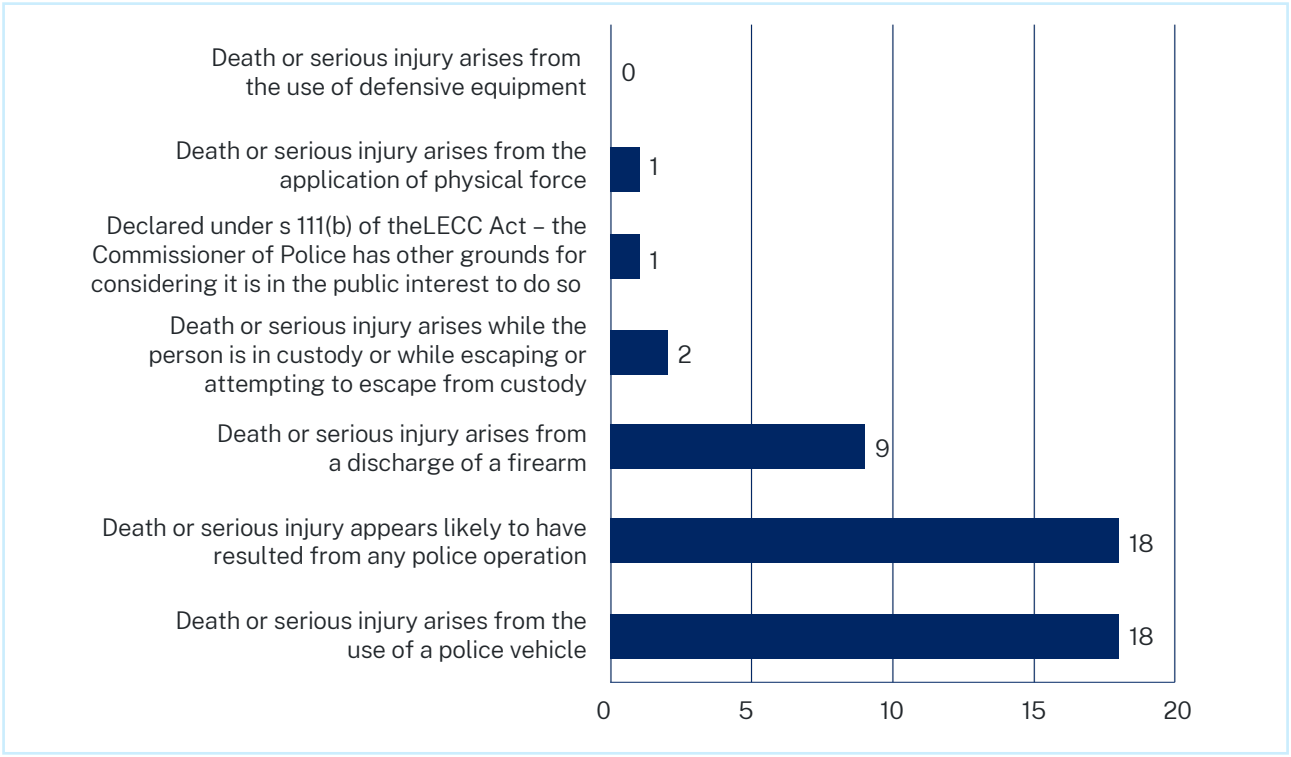
The Commission has also noted inconsistencies with declarations made as 'likely to have resulted from a police operation' under s 110(b)(vi) rather than, more accurately, 'arising from the use of a police vehicle' under s 110(b)(iv).

It is important for reporting purposes that the correct classification is selected, as it assists in the identification of systemic issues that may need to be addressed in the public interest and ensures accurate reporting to the NSW Government and the NSW public.

In 2025–26 there were 5 critical incidents declared as 'likely to have resulted from a police operation' that, in the Commission's view, would have been more appropriately declared as arising from the use of a police vehicle. After this issue was raised with police, 2 critical incident declarations were reclassified.

Noting these corrections and the views of the Commission, most critical incidents arose from the use of a police vehicle (18 or 37%) and from a police operation (18 or 37%), followed by the discharge of a police firearm (9 or 18%), while a person was in custody (2 or 4%), and then from the application of physical force (1 or 2%) and in the public interest to do so (1 or 2%).

Figure 5: Categories of critical incidents



Other features of critical incidents

Based on the material available to the Commission at the time of reporting, other features of the 49 declared critical incidents in 2025–26 are included below:[11]

- 18 (37%) involved a police pursuit, or the use of a police vehicle
- 14 (29%) involved a person suffering a mental health crisis
- 10 (20%) involved Aboriginal or Torres Strait Islander persons
- 10 (20%) involved a domestic violence incident
- 9 (18%) involved a person sustaining self-inflicted injuries
- 7 (14%) involved alleged misconduct
- 2 (5%) involved issues with job prioritisation resulting in delayed attendance.

No oversight of declaration and non-declaration of critical incidents

When an incident exhibits the features of a critical incident, the Region Commander decides whether the incident should be declared a critical incident and completes a form detailing this decision.

The Commission occasionally becomes aware of incidents that seem to have the features of a critical incident but have not been declared as such. In these cases, the Commission asks for a copy of the form setting out the Region Commander's reasons why the incident was not declared a critical incident. However, the NSW Police Force usually declines to provide the form as there is no legal requirement to do so. On some occasions, the NSW Police Force has later declared a critical incident.

Where a critical incident results in the death of a person, a Senior Coroner is required to hold an inquest into the manner and cause of death. In contrast, critical incidents that result in serious injury to a person are not subject to the coronial jurisdiction, and if no critical investigation is declared, there is no oversight of the police investigation.

11 Multiple features may exist in a single critical incident.

Case Study: Operation Almas – Commission enquiry about whether a critical incident declaration had been considered by the NSW Police Force following an incident in Ballina and basis on which no declaration was made

In June 2023 the Commission became aware of a media article, 'A woman was found dead in Sydney after a delayed response to triple-0 call, but she's not the only one'. The article discussed a critical incident that the Commission was monitoring and noted that another similar incident in Ballina had not been declared a critical incident. The Commission wrote to the NSW Police Force and requested a copy of the Critical Incident Declaration/Non-Declaration by Region Commander form (P1179), which may have been completed in relation to an incident which occurred in Ballina in January 2023. The Commission also requested advice as to whether consideration was given to declaring a critical incident and if not, whether consideration ought to have been given.

The NSW Police Force advised that they had reviewed the matter and were satisfied that the decision not to declare a critical incident was appropriate and declined to provide the P1179 form as 'there was no obligation to do so' in the LECC Act.

Community concerns about the police response to the Ballina incident were renewed after criminal proceedings were finalised in 2025. A formal complaint was made to the Commission by Ms Sue Higginson MLC. Given the substantial matters of public interest, including the apparent inconsistent approaches to declaring and not declaring critical incidents in the context of domestic violence, the Commission decided to investigate under Part 6 of the LECC Act. A full copy of the Commission's investigation report for Operation Almas is available on the Commission's website.

Case Study: Strike Force Wyndham – Critical incident declared following Commission's inquiry about whether a critical incident declaration was considered

On 29 January 2025, the Commission became aware of a *Daily Telegraph* article, 'Fury over devastating teen car crash bail fails', which discussed the Strike Force Kuer critical incident, which the Commission was monitoring, and an incident in Casino. The article indicated that, as a result of the Casino incident, a '13-year-old boy was fighting for his life in hospital'. This media article caused the Commission to make inquiries about the Casino incident via the Professional Standards Command. The Commission was advised that the Region Commander was awaiting advice as to the extent of the injuries sustained by the driver of the vehicle, before deciding whether a critical incident declaration was appropriate. On 31 January 2025, police received medical advice that the 13-year-old boy had sustained 'a severe brain injury categorised as a significant life-changing event', and a critical incident declaration was made.

The Commission ultimately considered the investigation fully and properly conducted. However, the Commission also considered that:

1. It would have been appropriate to have declared the critical incident 6 days earlier on 25 January 2025, as it was always apparent that the injuries sustained were serious.
2. The Critical Incident Guidelines, which requires certain steps be taken to preserve evidence around the actions of police, and which apply to both 'potential and declared' critical incidents, were not followed.
3. No Safe Driving Panel was held in relation to this incident, which is an opportunity to identify issues and manage interim risks early, and should be mandatory for all critical incidents.

The NSW Police Force Critical Incident Guidelines and Driving Policy are being amended to provide clearer guidance.

Critical incidents likely to have resulted from a police operation

The category 'likely to have arisen from a police operation' is very broad and captures incidents that result in a death or serious injury, which do not arise from the discharge of a police firearm, from the operation of defensive equipment, from the application of physical force, in custody or escaping custody, or from the use of a police vehicle.

In 2025–26, most critical incidents arising from police operations were incidents where police officers attended a location to assist a person in mental health crisis, to prevent the person from harming themselves (13 or 72%) but were unable to do so.

The Commission has previously raised concerns about the number of critical incidents that involve the interaction of police officers with a person in mental health crisis, and the adequacy of, contents of and access to, mental health training provided to police officers.[12]

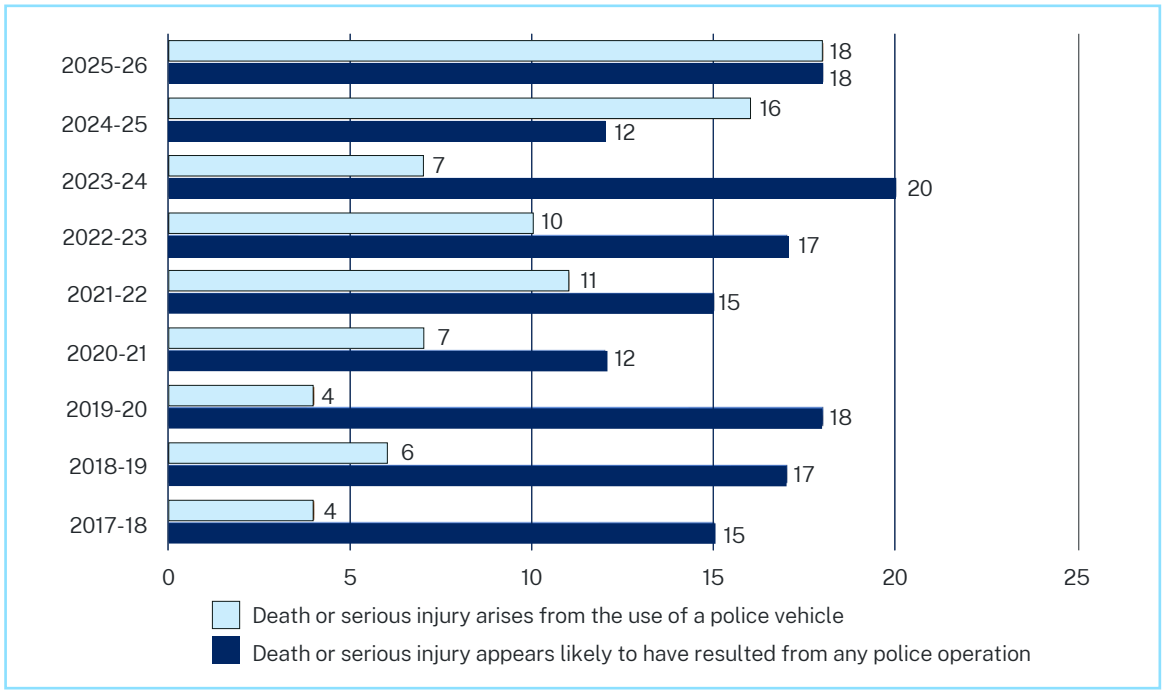
The Commission is aware that the NSW Police Force has been working hard to strengthen mental health training of police officers. Since 1 July 2023, all NSW Police Force officers have been required to participate in annual mandatory mental health training. The NSW Police Force has also established a standalone Mental Health Command in 2024, 'to provide strategic high-level support and guidance around training, deployment and actions relating to NSW Police Force interventions with people with mental health issues in the community'.[13]

It is hoped that the revised response model will provide better outcomes for people experiencing emotional or mental health distress in the future and remove police involvement where appropriate to do so.

Critical incidents arising from the use of a police vehicle

The number of critical incidents that appear to have arisen from the use of a police vehicle has almost doubled since the introduction of the amended NSW Police Force driving policy, the Safe Driving Response and Operations Guideline (SDROG) on 1 July 2024.

Figure 6: Critical incidents arising from the use of a police vehicle or a police operation over 9 years



12 Law Enforcement Conduct Commission (May 2023) *Five Years of Independent Monitoring of NSW Police Force Critical Incident Investigations.*

13 Budget estimates hearing for Justice and Communities Portfolio, Police and Counter-terrorism, 3 September 2025 response to questions taken on notice and supplementary questions.

Of the 18 critical incidents arising from the use of a police vehicle in the 2025–26 reporting year:

- 9 (50%) incidents resulted in a death of at least one person:
  - 1 of these incidents resulted in the death of 2 uninvolved civilians.
  - 1 of these incidents resulted in the death of the driver of the vehicle of interest and serious injury to 1 uninvolved civilian.
  - 1 of these incidents ended in a 3-car collision and resulted in the death of one uninvolved civilian and serious injury to 2 uninvolved civilians in the same vehicle.
  - 5 of these incidents resulted in the death of a person of interest during a collision or a passenger in the vehicle of interest.
  - 1 person died when they were accidently run over by a police vehicle after a prior collision.
- 8 (44%) incidents resulted in serious injury only to at least 1 person:
  - 1 of these incidents involved a serious injury to the driver of a vehicle pursued, which collided with 3 other vehicles belonging to uninvolved civilians.
  - 1 of these incidents involved serious injury to a police officer who was the passenger in a police vehicle, when the police vehicle collided with a guard rail.
  - 1 of these incidents involved the serious injury of 2 civilians and 1 police officer.
  - 1 of these incidents involved serious injury to 2 occupants of the vehicle of interest.
  - 4 of these incidents involved the injury to a driver of a vehicle of interest.
- 1 (5%) critical incident declaration was revoked by the NSW Police Force, as the injuries sustained by a passenger in the vehicle pursued were not as serious as first thought.
- All 18 of these incidents ended in a collision.

On 20 August 2025, the Commission notified the NSW Police Force that it was commencing a Part 6 investigation (Operation Atika) into the NSW Police Force's policies and practices.

Case Study: Strike Force Selm – Critical incident arising from the use of a police vehicle

Highway Patrol Officers observed a vehicle on a highway travelling at excess speed and without a rear licence plate and activated lights and sirens to stop the vehicle. When the vehicle failed to stop the officers engaged the vehicle in a pursuit. The pursuit was terminated a short time later due to safety concerns. Eighteen minutes later, the same vehicle was sighted by a different Highway Patrol Vehicle and permission was sought and granted to reengage the vehicle in a pursuit and to use road spikes to stop the vehicle. Shortly after, the Highway Patrol Vehicle saw the vehicle travelling at the speed limit and initiated a pursuit. The vehicle accelerated away from the Highway Patrol Vehicle but upon reaching the site where road spikes were to be deployed, it was involved in a collision with 3 other uninvolved vehicles, killing the driver of one of the uninvolved civilian vehicles.

The Commission raised concerns that:

1. the Critical Incident Investigation Report did not engage with the recommendations of the Deputy Coroner, including 'the second pursuit should not have been authorised' and 'even if the second pursuit had been appropriately initiated, it should have been terminated' given the risks in the circumstances
2. the Critical Incident Investigation Report did not properly address concerns arising from engaging the vehicle in a second pursuit.

The Commission also raised concerns that the holding of a Safe Driving Panel to identify and/or requesting a Safe Driving Incident Review Panel (SDIRP) Report under the current Driving Policy, the SDROG, were discretionary.

The Commission was unable to be satisfied that the NSW Police Force response addressed its concerns and therefore provided advice under s 117(1)(b) that aspects of the investigation were not properly examined and were inappropriate.

Case Study: Strike Force Wycombe – Lack of risk assessment for an operation to arrest a person using holiday traffic

Police officers conducted a planned vehicle stop of a person believed to be carrying a quantity of drugs, where there was intelligence to suggest that the person had also had a firearm in the vehicle. Officers deliberately slowed holiday traffic to slow and stop the vehicle of interest, with the plan to execute an arrest. Police recognised that the vehicle stop was 'high risk'. As police approached the vehicle, the driver attempted to escape. A police officer then stood in front of the vehicle and shot the driver. However, the driver escaped and engaged police in a pursuit for about 1.5 km before the driver stopped the vehicle and was arrested by police. The driver was not killed, so the only independent oversight was from the Commission.

At the end of the critical incident investigation, the Commission raised concerns that given the intelligence known to the police, the plan to use a roadblock of holiday traffic to effect an arrest presented an obvious and unacceptable risk to the public. That risk was not properly managed through either a considered written risk assessment or requesting assistance from specialist officers. The NSW Police Force advised the Commission that they considered the community risk was appropriately managed.

Case Study: Strike Force Vista – Confusion over whether the pursuit of an e-bike was a pursuit under the NSW Police Force Driving Policy and other legislation

At about 3:15 am, Proactive Crime Team Officers attempted to stop the rider of an e-bike in a regional town. When that failed, they initiated a pursuit, which continued off road and through a park. The pursuit ended when the e-bike fell 5 metres from a river embankment, and the rider sustained serious spinal injuries. During the investigation it became apparent that there was confusion about whether the pursuit of an e-bike could amount to a pursuit under the SDROG. As the NSW Police Force was in the process of reviewing the SDROG, the Commission recommended amending the SDROG to clarify that pursuing an e-bike amounts to a pursuit under the SDROG and the Crimes Act.

The NSW Police Force advised that the issues raised by the Commission would be considered as part of the SDROG review, although also expressed the view that the Commission could not make a recommendation under s 117(6) while the police investigation was ongoing.

Timeliness of critical incident investigations

The Commission needs to wait for the NSW Police Force to produce a Critical Incident Investigation Report before the Commission can finalise its monitoring of the critical incident.

Including the time needed for court proceedings to be finalised, it takes between 8 and 62 months, and an average of 2 years and 5 months, for a critical incident investigation to be finalised and for a report to be produced.

In the Commission's report, *Five Years of Independent Monitoring of NSW Police Force Critical Incident Investigations,* the Commission raised concerns about the timeliness of the NSW Police Force Critical Incident Investigation Reports, and made recommendations that police introduce set timeframes for finalisation of reports, that an interim report be completed prior to court processes, and that the NSW Police Force notify the Commission when the report is finalised to address the issues.14

Although the NSW Police Force agreed to recommendations 3 and 6, as we reported last year, the recommendations have still not been implemented.[15]

In June 2024, the Commission advised the NSW Police Force that from 1 July 2024, it intended to provide advice under s 117(1)(b) of the LECC Act where:

- the Critical Incident Investigation Report is not finalised by police within 3 months of the end of court proceedings, or within 6 months of the incident being declared if there are no court proceedings, and there have been no reasons, or inadequate reasons, provided to explain the delay
- the Commission is not notified of the completed Critical Incident Investigation Report and provided access to a copy of that report within 7 days of the report being finalised by the NSW Police Force.

In the 2025–26 reporting year, the Commission provided advice about a lack of timeliness in 5[16] (13%) of 40 matters finalised.

In 2025–26, the Commission received 11 more reports than the previous year, and Critical Incident Investigation Reports are currently outstanding for between 1 and 8 months, compared to the 1 and 30 months reported in 2024–25.

14 The Commission's report, *Five Years of Independent Monitoring of NSW Police Force Critical Incident Investigations*, can be found on our website. Recommendations 3, 4 and 6 relate.

15 The NSW Police Force's response to the Commission's recommendations can be found on our website.

16 Strike Force: Assai, Summerhill, Wandalga, Eppalock, Hollinsworth.

Inspections

The Commission has responsibility under s 32 of the LECC Act for scrutinising the misconduct management systems established by the NSW Police Force and the NSW Crime Commission. The Commission is required to undertake at least one inspection of the NSW Police Force and the NSW Crime Commission each year.

The Inspections Unit undertakes routine, targeted and strategic inspections of the NSW Police Force and NSW Crime Commission misconduct management systems to assess the effectiveness of the identification and management of misconduct, and compliance with legislation and policy. Where necessary, it makes recommendations to improve those systems. The Inspections Unit provides insight into trends and areas of risk in relation to misconduct management, which can be used to support decision-making across other areas of the Commission.

During the reporting period, the Commission revised its Inspections policy and procedures, with a view to increasing the number of inspections conducted each year.

Inspections completed and outcomes

In 2025–26, the Commission issued 2 reports pursuant to s 32(5) of the LECC Act, finalising the inspections commenced in 2024–25.

NSW Crime Commission

On 5 November 2025, the Commission issued the final report for the 2024 routine inspection of the NSW Crime Commission. We made 6 recommendations relating to training, conducting and recording complaint assessments, and investigations and policy amendments. The NSW Crime Commission accepted all 6 recommendations and provided an implementation plan for each.

The Commission commenced a routine, onsite inspection of the NSW Crime Commission to review complaints received in 2025.

NSW Police Force

On 19 January 2026, the Commission issued the final report for the non-Part 8A targeted inspection of the NSW Police Force. We made 3 recommendations relating to the NSW Police Force's management of non-Part 8A complaints, which were not accepted by the NSW Police Force.

The Commission also commenced a routine, onsite inspection of a NSW Police Force Specialist Command during the reporting period.

NSW Crime Commission

In November 2017, the Commission entered into an agreement and guidelines with the NSW Crime Commission in accordance with s 14 of the LECC Act. These guidelines outline the categories of misconduct matters that are required to be notified to the Commission, and upon which the Commission primarily focuses its oversight functions. The guidelines were updated in June 2019 and again in November 2022.

The Commission issued guidelines under s 33 of the LECC Act to indicate the types of complaints about the NSW Police Force that the NSW Crime Commission must report to the Commission.

During the reporting period, we received 5 misconduct matters involving members of the NSW Crime Commission referred by the NSW Crime Commission under the s 14 guidelines and one misconduct matter involving members of the NSW Police Force referred by the NSW Crime Commission under the s 33 guidelines.

The Commission did not review any misconduct matter investigation conducted by the NSW Crime Commission.

Inspection

Under s 32(1) of the LECC Act, the Commission must scrutinise the systems established within the NSW Crime Commission for dealing with misconduct matters. To do so, the Commission exercises its powers under s 32(3)(a) to inspect the records of the NSW Crime Commission at least every 12 months.

The Commission conducted an onsite inspection of the NSW Crime Commission in 2025. We also reviewed the NSW Crime Commission's policies and procedures that relate to the handling of complaints, including:

- Complaints Handling Policy and Procedures
- Misconduct and Unsatisfactory Performance Policy and Procedure
- Workplace Bullying and Unreasonable Behaviour Policy and Procedure
- Public Interest Disclosure Policy
- Work-Related Grievance Handling Policy and Procedure.

The Commission conducted a review of the misconduct management records for complaints received in 2024 in conjunction with these policies. As highlighted in chapter 3.1.4 above, the Commission made 6 recommendations all of which were accepted by the NSW Crime Commission.

In 2026, the Commission commenced a routine, onsite inspection of the NSW Crime Commission to review complaints received in 2025.

3.2 Investigating serious officer misconduct

In 2025–26, we conducted 45 preliminary enquiries and investigations:



30

full investigations conducted

8 preliminary investigations conducted



7

preliminary enquiries conducted



4

public examinations held

102

private examinations held



10

matters completed



35

matters ongoing



7

public reports (tabled in Parliament under s 132 of the LECC Act)

Overview

A core function of the Commission is to detect and investigate allegations that members of the NSW Police Force and the NSW Crime Commission are engaged in serious misconduct.

The Investigations Unit in the Integrity Division of the Commission consists of multi-disciplinary teams.

Investigations and Intelligence functions within the Integrity Division collaborate with the Oversight Division, Legal Services, Assessments, Prevention and Engagement, Electronic Collection and Covert Services units.

A profile of significant Integrity investigations can be found at the end of this chapter.

The process

Complaints are first assessed by the Commission's Assessments team (see chapter 3.1) and then referred to the CAP. The CAP determines which matters are appropriate for the Commission to investigate.

The Commission may choose to initiate an investigation, conduct a preliminary investigation, or make further inquiries before any decision is made. This may include contacting the complainant (if one is identified), another person or another agency to seek further information and clarification.

The Commission's investigations use a range of covert and overt investigative techniques. The Commission may speak with witnesses, including officers of the NSW Police Force or the NSW Crime Commission, and gather and assess information and evidence. The Commission can issue Notices to obtain statements of information and/or require the production of documents or other things. If coercive powers are appropriate, the Commission can conduct examinations.

On completion of an investigation, the Commission may table a s 132 report in Parliament, provide a s 135 report to the Minister for Police and Counter-terrorism and the Commissioner of Police, or provide a s 136 report to the Minister administering the *Crime Commission Act 2012 (NSW) and the Crime Commissioner.*

These reports may contain statements and reasons as to the findings, opinions and recommendations of the Commission. The Commissioner of Police or Crime Commissioner must notify the Commission of the nature of action taken or to be taken as a result of a s 132, s 135 or s 136 report.[17]

Commission examinations

The Commission may hold examinations as part of its investigation process. The decision to hold an examination in private or public is made under s 63 of the LECC Act.

The Commission can summon a person to appear at examinations and compel witnesses to produce documents or answer questions.

During 2025–26, the Commission conducted 102 private examinations and 4 public examinations.

Profile of investigations during 2025–26

During 2025–26, the Commission undertook 7 preliminary enquiries and 38 investigations, comprising 30 full investigations and 8 preliminary investigations. Of these, 10 matters were completed and 35 were ongoing at 30 June 2026.

The average time taken to complete a misconduct investigation varies significantly, depending on the circumstances of each case. For example, if an investigation results in a criminal prosecution, the Commission will not close its file until the conclusion of the proceedings. This process may take a number of years.

17 LECC Act, s 146.

A description of the types of allegations we investigated during the reporting year is presented in the following table.

Table 14: Profile of 2025–26 investigations (INV), preliminary investigations (PI) and preliminary enquiries (PE)

Allegation	INV	PI	PE
Administration – Fail to Create Records	1	0	0
Assault (On/Off Duty) – Common	2	0	0
Bribery	1	0	0
Corruption – Misuse of Authority	22	1	1
Corruption – Protection of Person Involved in Criminal Activity	4	2	0
Custody – Fail to Meet Requirements for Vulnerable Persons	1	0	0
Custody – Fail to Provide Medical Treatment	1	0	0
Custody – Improper Treatment/Failure to Provide Necessities	1	0	0
Driving Offences – Drink Driving	1	0	0
Duty of Care – Fail to Provide	1	0	0
Evidence – Fabricate evidence (Other than Perjury)	1	0	0
Evidence – False Statement/Perjury	3	0	0
Evidence – Pervert the Course of Justice	3	0	0
Evidence – Tamper with Evidence	1	0	0
Evidence – Withhold or Suppress Evidence	1	0	0
Fail to Comply with LEPRA – Arrest	2	0	0
Fail to Comply with LEPRA – Other	3	0	0
Fail to Comply with LEPRA – Searching	1	1	0
Fail to Comply with other Statutory Legislation	1	0	0
Fail to Comply with Policy/Procedures – Conflict of Interest Policy and Procedure	3	1	0
Fail to Comply with Policy/Procedures – Declarable Associations Policy	6	2	0
Fail to Comply with Policy/Procedures – Official Use of Social Media Policy	1	0	0
Fail to Comply with Policy/Procedures – Other	3	0	0
Fail to Keep Informed – Fail to Contact	1	0	0
Falsifying – Falsify Official Records	2	0	0
Falsifying – Fraud	1	0	0
Indictable Offence	4	1	0
Intoxication – Alcohol	1	0	0
Maladministration (as described in the LECC Act) – conduct for which reasons should have (but have not) been given	1	0	0
Maladministration (as described in the LECC Act) – decision that has taken irrelevant matters into consideration	1	0	0
Maladministration (as described in the LECC Act) – improper motives	4	1	0
Maladministration (as described in the LECC Act) – mistake of law or fact	1	0	0
Maladministration (as described in the LECC Act) – unreasonable, unjust, oppressive or improperly discriminatory	2	0	0
Neglect of Duty	0	0	1

Outcome – Deficient/Inadequate Investigation – other	3	0	0
Possess – Prohibited Drug	1	0	0
Process – Fail to Investigate – other	1	0	0
Process – Improper Interference in an Investigation by Another Police Officer	2	0	0
Prosecution – Adverse Comment	2	0	0
Service Resources – Unauthorised Use/Misuse of Facilities	1	0	0
Service Resources – Unauthorised Use/Misuse of Vessel	1	0	0
Sexual Harassment – Unwanted Sexual Advances	1	0	0
Sexual Harassment – Unwelcome Physical Contact of a Sexual Nature	1	0	0
Sexual Misconduct – Misuse Authority for Sexual Benefit	1	0	0
Sexual Offences – Child Abuse Material	1	0	0
Summary Offence	0	1	0
Unauthorised/Improper Disclosure of Information – COPS	2	0	1
Unauthorised/Improper Disclosure of Information – Other NSWPF Information	5	2	0
Unauthorised/Unlawful Access – For Financial Gain	1	0	0
Unauthorised/Unlawful Access – For Personal Gain/Use	1	0	0
Unauthorised/Unlawful Access – On Behalf of Another	1	1	0
Unprofessional Conduct – Incivility/Rudeness	1	0	0
Unreasonable/Unprofessional Behaviour (Not Customer Service Related)	5	0	0
Unreasonable Use of Force (On Duty) – Weaponless Force	3	0	0
Untruthfulness – Other	1	0	0
Use – Prohibited Drug	0	1	0

Investigation outcomes

The following tables report on the Commission's investigation outcomes for all investigations finalised during 2025–26.

Table 15: Finalised full investigation outcomes[18]

Investigation outcome	Investigations
Full investigations referred to the Office of the Director of Public Prosecutions for consideration of prosecution action	0
Full investigations that resulted in a dissemination of information to the NSW Police Force	1
Full investigations that resulted in information being disseminated to other law enforcement agencies	0
No further action	4

Table 16: Preliminary investigation outcomes

Preliminary investigation outcome	Preliminary investigations
Preliminary investigations that progressed to become full investigations	0
Matter referred to current full investigation	0
Preliminary investigations that resulted in a dissemination of information to the NSW Police Force	2
Preliminary investigations that resulted in information being disseminated to other law enforcement agencies	0
No further action	0

18 An investigation may have more than one outcome.

Table 17: Preliminary enquiry outcomes

Preliminary enquiry outcome	Preliminary enquiries
Preliminary enquiries that progressed to become full investigations	0
Preliminary enquiries that progressed to become preliminary investigations	2
Preliminary enquiries that were referred to current full investigations	0
Preliminary enquiries that were referred to current preliminary investigations	0
Preliminary enquiries that resulted in dissemination of information to the NSW Police Force	0
Preliminary enquiries that resulted in information being disseminated to other law enforcement agencies	0
No further action	1

Table 18: Referrals from ongoing investigations

Operation	Number of proposed offences	Number of individuals
Operation Somnus	6	2
Operation Byford	4	2

Court Attendance Notices or charges served

The Commission did not serve any Court Attendance Notices (CANs) during the reporting period.

Timeliness to investigate

On average, the Commission commenced a preliminary investigation or investigation of a misconduct matter within 6 business days from receipt of the matter. Following assessment, the Commission may also conduct a preliminary enquiry prior to commencing an investigation.

The time interval between the Commission's receipt of each misconduct matter and the Commission deciding to investigate the misconduct matter is outlined in the table below.

Table 19: Time interval between the Commission's receipt of a misconduct matter and decision to investigate

Time interval	Preliminary investigation	Investigation
0–5 days	2	2
6–10 days	2	0
11–15 days	1	1
16–20 days	0	0
21–30 days	0	0
31–60 days	0	0
61+ days	0	0

Timeliness of furnishing a report

Under s 139(2)(f)(vi) of the LECC Act, the Commission is required to report on the time interval between the completion of each public examination conducted during the year and the furnishing of a report on the matter.

Table 20: Time taken between the completion of a public examination and the furnishing of a report

Investigation	Number of days
Operation Almas	191

Table 21: Actual time taken to investigate any matter in respect of which a report is made

Investigation	Number of days
Operation Dartmoor	1,414
Operation Feronia	684
Operation Bendoc	553
Operation Somnus	611
Operation Maddington	966
Operation Askern*	904
Operation Almas	301

*The Commission published a private report pursuant to s 135 of the LECC Act on 6 August 2024.
Following further investigation, a public report pursuant to s 132 of the LECC Act was published on 10 April 2026.

Significant Commission investigations

Operation Somnus

Operation Somnus was an investigation into allegations that a NSW Police Force officer (Officer SOM1) unlawfully arrested a male inside a police station, assaulted the male inside the station and later deleted video footage from the male's phone, which captured the assault. It was alleged Officer SOM1 later fabricated evidence in his statement concerning the male's alleged conduct inside the station, with the officer later sharing his statement to assist other officers in the preparation of their witness statements – this being conduct at odds with NSW Police Force policy on witness statement preparation. In the subsequent prosecution of the male, it was alleged that Officer SOM1 gave false evidence in a Local Court hearing and concealed evidence relevant to the prosecution proceedings. Additionally, it was alleged a second NSW Police Force officer (Officer SOM2) also fabricated evidence in his witness statement and later gave false evidence in a Local Court hearing.

The Commission became aware of these events after its oversight review of an internal NSW Police Force investigation that investigated allegations that Officer SOM1 fabricated and tampered with evidence. No sustained findings were made against Officer SOM1. A sustained finding was made against Officer SOM2 for copying quotes from Officer SOM1's statement.

The Commission utilised statutory powers pursuant to ss 54 and 55 of the LECC Act to obtain information and conducted private examination of 6 officers, including the investigator (Officer SOM3) who conducted the internal NSW Police Force investigation.

On 17 December 2025, the Commission published a public report pursuant to s 132 of the LECC Act. The Commission found the conduct of Officers SOM1 and SOM2 amounted to serious misconduct and recommended the Commissioner of Police consider taking action to dismiss the officers pursuant to s 181 of the Police Act. The Commission also recommended Officer SOM3 be subject to non-reviewable action under s 173 of the Police Act for his failure to comply with NSW Police Force guidelines for investigators of non-criminal evidence-based investigations.

An advisory brief has been provided to the Office of the Director of Public Prosecutions to obtain advice on whether a prosecution should be initiated against SOM1 and SOM2 for offences of perjury and fabricate false evidence. Additionally, advice is being sought on whether a prosecution should be initiated against SOM1 for tampering with evidence and common assault.

Operation Maddington

Operation Maddington is an investigation into allegations of serious misconduct that NSW Police Force officers in a regional area were involved in importing prohibited tier 2 goods, conducting unauthorised access and disclosure of information, and breaching 'declarable associations' and 'failing to report' policies. The Commission used its investigative powers and executed search warrants at 2 locations, which led to the seizure of material and evidence. In October 2024, the Commission held private examinations of 3 NSW Police Force officers and one civilian involved in the allegations.

On 2 February 2026, the Commission tabled a public report in Parliament under s 132 of the LECC Act. The Commission found that one officer (Officer TON1) had engaged in serious misconduct by counselling a civilian on the importation of prohibited firearm parts and had carried out unauthorised accesses and disclosures of confidential police information. Officer TON1 disengaged from the NSW Police Force on 4 September 2025. If he was still a police officer, a recommendation would have been made that the Commissioner of Police consider dismissing him from the NSW Police Force under s 181D of the Police Act. Officer TON1's conduct has been referred to the Commonwealth Director of Public Prosecutions for advice concerning prosecution for counselling a civilian to import prohibited firearm parts.

A second officer (Officer TON2) was also found to have engaged in serious misconduct by engaging in unauthorised accesses and disclosures of confidential police information. Officer TON2 disengaged from the NSW Police Force on 14 August 2025. If he was still a police officer, the Commission would have recommended that the Commissioner of Police consider dismissing Officer TON2 under s 181D of the Police Act.

The Commission's investigation illustrated some of the challenges and risks of regional or rural policing. The Commission recommended the Operation Maddington report be used as a case study in initial and refresher training of police officers as it illustrates the risks of favouritism, conflict of interest, and inconsistent treatment by police officers of members of a regional or rural community as a result of friendships or close associations with local figures.

On 6 February 2026, the Commission submitted a private report under s 135 of the LECC Act to the Premier, Minister for Police and Counter-terrorism, and the Commissioner of Police in relation to matters of concern involving the handling of a human source by a NSW Police Force officer (Officer TON3) that were identified during the investigation. The officer's conduct was in breach of NSW Police Force standard operating procedures but did not constitute serious misconduct and was referred to the NSW Police Force for appropriate disciplinary action. The Commission identified concerns with respect to deficiencies in the Human Source Management Standard Operating Procedures and lack of training for NSW Police Force officers in this area.

On 1 April 2026, the NSW Police Force provided a response pursuant to s 146 of the LECC Act in relation to the Commission's recommendations.

Operation Askern

Operation Askern was originally an investigation into an anonymous complaint that NSW Police Force Commissioner Karen Webb failed to declare a conflict of interest in relation to the purchase of the 'Commissioner's Gin'.

The Commission utilised statutory powers pursuant to ss 54 and 55 of the LECC Act to obtain information to inform the investigation.

On 6 August 2024, the Commission issued a report under s 135 of the LECC Act to the Premier, Minister for Police and Counter-terrorism, and the Commissioner of Police making a number of findings. The Commission found that the purchase of the gin was in accordance with policies and procedures, however, Commissioner Webb should have disclosed her association with the supplier when she became aware of the purchase of Commissioner's Gin.

The Commission's report is subject to a non-publication order, except for the information contained in a media release dated 7 August 2024.

On 14 October 2024, the Commission expanded the scope of Operation Askern to investigate further allegations in relation to the quantity of Commissioner's Gin purchased; the maintenance of records and whether any benefit was associated with distribution of the gin; and whether or not any false or misleading information had been provided to the Commission.

The Commission conducted a number of private examinations of civilian witnesses and NSW Police Force staff to gather relevant information and further inform the investigation.

On 10 April 2026, the Commission tabled a public report in Parliament pursuant to s 132 of the LECC Act detailing the findings of the investigation. The Commission's report explored the relationship between Commissioner Webb and Michael Hope, and whether Commissioner Webb had provided false and/or misleading information to the Commission. The Commission did not find Commissioner Webb's conduct constituted serious misconduct.

The Commission made the following recommendations:

1. the creation of a general operational handover document by the NSW Police Force to assist an incoming Commissioner in the range of areas of direct application to the unique office of Commissioner of Police to promote consistent practice in a manner which serves the public interest and the interest of the NSW Police Force
2. that a written policy be drafted to govern the acquisition and distribution of Commissioner's gifts to ensure consistency across Commissioners of Police and avoid the staff of each new Commissioner having to recreate a practice that already exists during a busy transition process
3. that a register be kept for the distribution of any gift under the policy governing the acquisition and distribution of Commissioner's gifts to record the recipient, date of receipt and reasons for the gift, with entries to be recorded no later than 5 business days after the gift is conferred.

Operation Almas

Operation Almas is an investigation into allegations that NSW Police Force employees did not adequately respond to a 000-call regarding an assault and that the decision to not declare a critical incident was unreasonable.

At 12:40 am on 4 January 2023, Mr Robert Huber attended Ballina Police Station and stated he believed his partner was dead. Mr Huber accompanied officers to a covered area at the side of the Salvation Army building where they located Ms Lindy Lucena's deceased body. Officers subsequently identified this was the location referenced in an earlier 000-call received at 7:00 pm on 3 January 2023, which reported there was a man 'bashing the hell out of his woman'.

The Commission investigated:

1. The delay in radio broadcast in relation to the 000-call received.
   - Senior Communication Officers first broadcasted the incident 10 minutes after the 000-call was received. This appeared contrary to the Radio Operations Group Standard Operating Procedures (ROG SOPs), which required all reasonable efforts to be made to broadcast a Priority 2 incident within 90 seconds.
   - Senior Communication Officers only re-broadcasted the job at 7:14 pm and 7:34 pm, which also appeared contrary to the ROG SOPs, which required all reasonable efforts to be made to re-broadcast a Priority 2 incident every 60 seconds.
2. The response (including timing) of NSW Police Force officers to the radio broadcast.
   - NSW Police Force officers did not acknowledge the broadcast until 7:46 pm and during this period, officers prioritised attendance at a minor traffic accident, which was classified as a Priority 3 incident. There were no other outstanding jobs at this time.
3. The actions of NSW Police Force officers upon attendance of the location of the alleged assault.
   - Both attending NSW Police Force officers did not exit their police vehicles and only briefly patrolled the laneway for approximately 3 minutes. Further, the officers did not canvass the area for witnesses, CCTV or other physical evidence, which may have supported the occurrence of a crime in the area.
4. The decision by senior NSW Police Force officers not to declare a critical incident in relation to the death of Ms Lucena, and any review of that decision – specifically, that no P1179 form (the standard NSW Police Force template) was completed outlining any considerations as to whether the incident amounted to a critical incident, and if not, the rationale as to why.

In December 2025, the Commission held public examinations with several witnesses to examine these issues. This included the 2 Senior Communication Officers, the 2 NSW Police Force officers who attended the incident, and senior officers involved in the decision to not declare a critical incident.

On 16 June 2026, the Commission tabled a public report pursuant to s 132 of the LECC Act. The Commission did not make any findings of serious misconduct, however, made several recommendations. These included that the Commissioner of Police:

1. conduct an urgent review into aspects of the operation of the radio room, including the shared offsider dispatch assist model, the functionality of the CAD system and the ROG SOPs
2. review the Critical Incident Guidelines and provide training for Superintendents and Assistant Commissioners about the declaration of critical incidents
3. put in place a system for the Professional Standards Command to collate P1179 forms to ensure consistent decision-making in the declaration of critical incidents, and
4. implement a procedure to provide all P1179 forms to the Commission in a timely way.

The Commission awaits a formal response from the NSW Police Force to the recommendations.

Operation Paxos

Operation Paxos was an investigation into an allegation that the NSW Police Force failed to investigate an allegation of a sexual assault that occurred in June 2023 at a private residence in regional NSW.

The Commission utilised statutory powers pursuant to s 55 of the LECC Act to obtain relevant information. The Commission's investigation revealed that NSW Police Force officers had failed to conduct a number of basic investigative inquiries including, but not limited to, the collection of physical evidence; conducting interviews or taking statements from relevant witnesses; and an identification

procedure of an alleged offender. Inquiries were also not conducted in a timely manner, which allowed for the disposal of a vehicle linked to the alleged offender.

On 20 November 2025, the Commission issued a private report under s 135 of the LECC Act to the Premier, Minister for Police and Counter-terrorism, and the Commissioner of Police. The Commission did not make any findings of serious misconduct against the involved officer but did find the NSW Police Force investigation was deficient.

The NSW Police Force has acknowledged the inadequacy of the investigation and has taken steps to re-engage with the complainant and have the matter assigned to an experienced investigator.

The NSW Police Force will also continue to provide professional development to investigators via the Investigators course and Detective Education program.

Operation Minho

Operation Minho commenced as an investigation into allegations NSW Police Force officers had breached the *Crimes (Forensic Procedures) Act 2000* (NSW) (Crimes (Forensic Procedures) Act), when police used considerable force to obtain a hair sample from a person in custody.

The Commission's investigation initially focused on the actions of police in relation to:

1. carrying out a forensic procedure
2. taking a sample of hair, and
3. ordering the carrying out of a non-intimate forensic procedure; in contravention of ss 20, 48, and 49 of the Crimes (Forensic Procedures) Act.

The Commission subsequently expanded its investigation into the taking of DNA from suspected persons to identify any systemic issues within the NSW Police Force. The Commission has reviewed footage and documentation from hundreds of instances from 2024 and 2025 in which DNA was taken from persons in custody by NSW Police Force officers for the purposes of DNA comparison. The Commission has also conducted a review of the relevant legislation along with NSW Police Force policies, procedures, training and practices related to conducting forensic procedures.

The Commission has utilised its powers to examine a large number of police officers involved in the alleged taking of samples, as well as their supervisors and those engaged in the management of the relevant policies and procedures.

The Commission is currently preparing a public report pursuant to s 132 of the LECC Act outlining the Commission's findings and recommendations.

Operation Ansan

Operation Ansan is an investigation into allegations that members of the NSW Police Force engaged in serious misconduct with respect to:

1. their handling and deployment of a human source
2. the unlawful/unjustified enforcement of a banning notice under s 81 of the *Casino Control Act 1992* (NSW), and
3. the alleged unlawful entry and search of a residential premises.

The Commission used statutory powers pursuant to ss 54 and 55 of the LECC Act and conducted private examinations with NSW Police Force officers involved to obtain information relevant to the investigation.

The Commission is currently preparing a private report pursuant to s 135 of the LECC Act to outline the Commission's findings and recommendations from the investigation.

Operation Halia

Operation Halia is an investigation into allegations that multiple NSW Police Force officers engaged in serious misconduct in their handling of a police operation regarding the importation of a commercial quantity of drugs into NSW.

The Commission utilised statutory powers pursuant to s 55 of the LECC Act to obtain relevant information. The Commission also held several weeks of private examinations of witnesses and subject officers to examine issues identified through the investigation.

The Commission is currently preparing a report to outline the Commission's findings and recommendations from the investigation.

Operation Halite

Operation Halite is an investigation into an allegation that Commissioner Webb inappropriately used NSW Police Force resources.

The Commission utilised statutory powers pursuant to s 55 of the LECC Act and held private examinations of NSW Police Force staff members to obtain relevant information.

On 3 June 2026, the Commission issued a private report under s 135 of the LECC Act to the Minister for Police and Counter-terrorism, and the Commissioner of Police. A copy of the report was also provided to the complainant. The Commission did not find that Commissioner Webb's conduct amounted to serious misconduct. The Commission recommended the NSW Police Force create a policy to assist in the governance of the NSW Police Force resources the subject of this investigation.

Operation Mombah

Operation Mombah is an investigation into allegations that between 2015 to 2022 NSW Police Force officers from a Metropolitan Police Area Command failed to investigate or adequately investigate allegations of sexual assault or other offences of a sexual nature.

During this investigation, allegations arose which led the Commission to investigate the NSW Police Force's policy and procedure surrounding the Sexual Assault Reporting Option (SARO) Policy. This has been a long running investigation and the Commission has held several private examinations.

On 29 July 2026, the Commission issued a private report under s 135 of the LECC Act to the Premier, Minister for Police and Counter-terrorism, and the Commissioner of Police. The Commission identified during the investigation that the NSW Police Force have taken significant steps to change and improve their response to allegations of sexual violence and updated SARO Policy and procedures following consultation with relevant stakeholders. Due to the actions already undertaken by the NSW Police Force, no recommendations were made by the Commission. On 3 August 2026 the Commission issued a public statement related to this investigation.

Operation Ceto

Operation Ceto was an investigation into an allegation that a senior NSW Police Force officer inappropriately used NSW Police Force resources.

The matter was referred to the Commission by the NSW Police Force, and an investigation was commenced. The Commission utilised powers under ss 54 and 55 of the LECC Act to obtain relevant evidence.

The Commission issued a private report under s 135 of the LECC Act to the Premier, Minister for Police and Counter-terrorism, and the Commissioner of Police.

The Commission did not find that the conduct of the senior NSW Police Force officer met the threshold of serious misconduct. The Commission recommended the NSW Police Force Senior Executive Team undertake a suitable program in relation to upholding the required standards of ethics and integrity in the NSW Police Force, and fostering a pro-integrity culture.

Operation Makalu

Operation Makalu is an investigation into the NSW Police Force operation at Sydney Town Hall and surrounds on Monday 9 February 2026, including any incidents of alleged misconduct by NSW Police Force officers deployed to police the protest.

On 13 February 2026, a decision was made under s 44 (1) (a) of the LECC Act to take over the NSW Police Force investigation into the events that occurred at the protest on 9 February 2026.

On 17 February 2026, the Commission issued a media release inviting members of the public to provide information to assist the investigation by uploading information to a dedicated link on the Commission's website.

The Commission's investigation is ongoing and to date, has included:

- assessing more than 800 complaints, with 556 complaints so far made directly to the Commission and 267 complaints made to the NSW Police Force
- reviewing over 450 items submitted through the Commission's secure online portal
- reviewing over 1,000 hours of CCTV footage
- conducting interviews with witnesses
- considering a range of material provided to the Commission by the NSW Police Force, including BWV footage
- issuing statutory Notices pursuant to ss 54 and 55 of the LECC Act to obtain relevant evidence and assessment of that evidence
- private examinations with members of the NSW Police Force in relation to operational procedures
- consultation with legal stakeholders.

The Commission intends to conduct further examinations, some of which will be held in public, in the last quarter of 2026 to further explore the issues arising from this investigation. Updates can be found on the Commission's website.

Operation Solvig

Operation Solvig was an investigation into an allegation of maladministration in respect of the Integrated Police Operating System Program (IPOS). The Commission referred this complaint for action to be taken by the Auditor-General. The Auditor-General delivered his report on 11 May 2026 with a recommendation that the NSW Police Force should demonstrate effective program governance throughout the remaining life of the program and incorporate lessons learnt to manage risks to ensure program success. The Commission considered whether the conduct identified by the Audit Office amounted to serious officer misconduct, officer misconduct or agency maladministration. The Commission engaged with the Audit Office as part of this process and determined to conclude the investigation with no finding of individual or agency misconduct.

Operation Byford

Operation Byford is an investigation into allegations that a NSW Police Force officer knowingly supplied NSW Police Force payslips to his civilian partner, who subsequently modified those payslips and purported to be employed by the NSW Police Force in multiple loan applications.

The Commission executed a search warrant on a residential address and issued Notices pursuant to s 55 of the LECC Act to obtain relevant evidence.

As a result of the Commission's investigation, a referral has been made to the Office of the Director of Public Prosecutions seeking advice with respect to prosecuting the involved parties for fraud offences in contravention of ss 192E and 192G of the Crimes Act.

Operation Merkur

Operation Merkur is an ongoing investigation into allegations that certain high ranking police officers and police employees were engaged in serious misconduct and/or serious maladministration by:

- using their position to unfairly or improperly influence NSW Police Force promotions or recruitment and/or failing to comply with NSW Police Force promotion or recruitment policy and procedures when applying for roles and/or when appointing individuals to roles within the NSW Police Force
- engaging in undeclared and/or unapproved secondary employment
- providing confidential police information to others without proper authority.

The Commission utilised its full range of investigative powers to obtain evidence relevant to the investigation.

The Commission has also issued statutory Notices pursuant to ss 54 and 55 of the LECC Act to obtain relevant evidence and held a number of examinations in private to explore the issues identified.

Responses to the Commission's recommendations

Operation Bendoc

Operation Bendoc is an investigation into allegations that a NSW Police Force Officer stationed at a Metropolitan Police Area Command used excessive force on a number of occasions, and then destroyed evidence contained on police BWV cameras. The NSW Police Force officer was suspended from duty in May 2024, and the Commissioner of Police accepted his resignation on 6 June 2024.

The investigation also examined whether other police officers complied with their duty to report reasonably suspected misconduct under s 211F of the Police Act. A number of private examinations were held.

One officer was found to have committed serious misconduct for excessive use of force on 6 separate occasions. The Commission found that the same officer destroyed 2 BWV devices in an attempt to conceal their conduct.

Four other officers were found to have engaged in serious misconduct for failing to report the suspected misconduct of the primary officer.

In November 2025, the Commission tabled a report in Parliament under s 132 of the LECC Act. An advisory brief was submitted to the Office of the Director of Public Prosecutions.

The Office of the Director of Public Prosecutions provided advice in August 2026 that there is sufficient admissible evidence for the former officer to be charged with the following offences:

- 3 x counts of common assault pursuant to s 61 of the Crimes Act, and
- 1 x count of pervert the course of justice pursuant to s 319 of the Crimes Act.

3.3 Legal matters

Overview

This section contains information about important statutory provisions and developments of significance in 2025–26.

Prosecution outcomes

There were no prosecutions initiated or finalised in 2025–26.

Response to subpoenas

From time to time, the Commission is served with subpoenas requiring the production (in court) of documents, or other information acquired during the exercise of its functions.

Officers of the Commission cannot be required to produce documents or divulge information that has been obtained in the exercise of functions under the LECC Act.

This is subject to certain limited exceptions. These exceptions are for the purposes of a prosecution, disciplinary proceedings, or proceedings under Division 1A or 1C of Part 9 of the Police Act arising out of an investigation conducted by the Commission in the exercise of its functions.

Where the Commission is served with a subpoena falling outside these limited exceptions, the issuing party is invited instead to make an application to the Commission to exercise its discretion to release information pursuant to s 180(5)(d) of the LECC Act. Under that section, the Commission has broad discretion to authorise the release of documents or information held by the Commission, if satisfied that it is necessary to do so in the public interest.

Disseminations under s 180(5) of the LECC Act

The LECC Act imposes strict obligations of secrecy upon Commission officers in relation to information acquired in the exercise of their functions under the LECC Act.

Section 180(5)(d) of the LECC Act deals with disclosures of information except for disclosures made for:

- purposes of the LECC Act
- purposes connected with prosecution or disciplinary proceedings arising from a Commission investigation
- law enforcement and investigative purposes.

The Commission can direct that confidential information held by the Commission be released, but only if it is considered necessary in the public interest to do so.

During 2025–26, the Commission disseminated information under s 180(5)(d) of the LECC Act on 4 occasions.

Integrity checks

One of the Commission's responsibilities is to respond to requests from the NSW Police Force, or other law enforcement agencies, to conduct integrity checks for integrity information relating to current or former NSW Police Force officers. Most requests come from the NSW Police Force, specifically Police Promotions within the Workforce Capability Branch of the Human Resources Command.

The NSW Police Force requests integrity checks on all appointments and promotions to the rank of Sergeant and above, as well as any transfers that may be particularly sensitive. During 2025–26, we conducted 431 integrity checks on NSW Police Force officers.

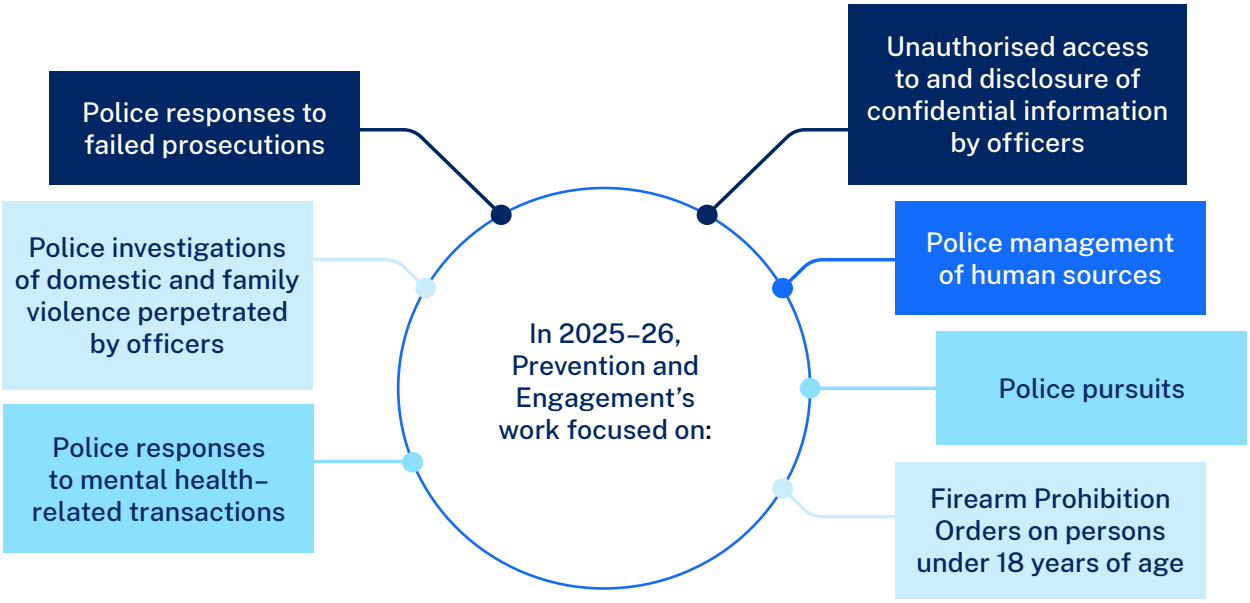
Legislative reform

On 30 April 2025, the decision in *Gamage v Riashi* [2025] NSWCA 84 was handed down, which effectively held that Court Attendance Notices issued by an officer of ICAC were invalid to the extent that they contained charges under any Act other than the *Independent Commission Against Corruption Act 1988* (NSW). This had implications for the Commission as the Commission has, in the past, issued Court Attendance Notices containing charges under Acts other than the LECC Act.

To rectify this issue, Parliament passed the *Criminal Procedure and Other Legislation Amendment (Criminal Proceedings) Bill 2025* on 18 November 2025 to amend the *Criminal Procedure Act 1986* (NSW) to validate certain prosecutions commenced by public officers, and to amend the LECC Act to validate certain prosecutions commenced by officers of the Commission.

The Commission also notes the insertion of s 14A into the *Surveillance Devices Act 2007* (NSW) (Surveillance Devices Act), which provides for a 'public interest' exception to offences of communicating or publishing private conversations recorded with surveillance devices. This section came into operation on 3 July 2026.

3.4 Prevention



Overview

The Prevention and Engagement team undertakes research projects and investigations that focus on systemic misconduct and maladministration issues. Its work primarily focuses on issues relating to the NSW Police Force.

Projects and investigations

The Prevention and Engagement team exercises the Commission's statutory functions under s 27 and Part 6 of the LECC Act to undertake projects and investigations relating to:

- education and prevention programs within the NSW Police Force or the NSW Crime Commission relating to officer misconduct, officer maladministration and agency maladministration
- the effectiveness and appropriateness of the procedures of those agencies for ascertaining whether there is officer misconduct, officer maladministration or agency maladministration, or any circumstances that may be conducive to such misconduct or maladministration
- ways in which officer misconduct, officer maladministration and agency maladministration may be prevented
- systemic problems involving the NSW Police Force or the NSW Crime Commission.

The projects and investigations that the team finalised, progressed or commenced in 2025–26 are set out below.

Police responses to failed prosecutions

In October 2025, the Commission tabled a report, *Review of NSW Police Force responses to failed prosecutions that include adverse comments made by judicial officers.*

It involved review of 92 failed prosecutions (involving 265 charges), which occurred between 1 January 2023 and 31 December 2023, where a judicial officer had made adverse comments about the conduct of police.

The Commission found that there were 3 main categories of police conduct that led to adverse judicial comments being made:

- deficient police investigations, including officers not collecting sufficient evidence
- misuse of police powers, including unlawful person searches and unlawful arrests, and
- unreasonable use of force by police officers.

In the report, 7 recommendations were made to the NSW Police Force to improve how officers prepare briefs of evidence and improve how the NSW Police Force responds to criticisms in adverse judicial comments.

The NSW Police Force supported all recommendations. It advised that it was taking action to enhance its quality review of briefs of evidence and had introduced a range of mechanisms to identify systemic issues noted in adverse judicial comments. This included locally based police panels and the use of different committees to identify knowledge gaps or systemic training needs and address these issues across the whole organisation.

Our report and a related fact sheet are available on our website.

Investigations of police-perpetrated domestic and family violence

In April 2026, the Commission published a report of its Review of NSW Police Force investigations of police officers involved in domestic and family violence incidents.

The project reviewed 67 complaint investigations into officer-involved domestic and family violence incidents between 25 March 2024 and 24 March 2025. These 67 investigations concerned 56 officers.

The review revealed low compliance levels with 2 mandatory risk management strategies designed to protect victims from further harm; conflicts of interest were only considered in 32% of investigations, and risk assessments were only considered in 40% of applicable investigations.

The review identified other issues, including:

- officers involved in domestic and family violence engaging in other types of misconduct such as unauthorised access to confidential information
- officers themselves involved in domestic and family violence investigating other domestic violence incidents
- barriers to victims in reporting officer-involved domestic and family violence
- complexities of coercive control legislation
- concerns about police misidentification of domestic violence victims as offenders
- victims of officer-involved domestic and family violence retracting their complaints.

In September 2025, the NSW Police Force introduced new Domestic and Family Violence Standard Operating Procedures. Under the new arrangements, for all officer-involved domestic violence incidents:

- The Inspector on Duty must attend the domestic violence incident within 24 hours of being notified of it and complete a conflict-of-interest form to confirm that police have resolved any conflicts of interest.
- If conflicts of interest cannot be resolved, another Command investigates the incident.
- The Commander of the involved officer must complete a risk assessment.
- All officer-involved domestic violence incidents are reviewed by an independent panel, which is chaired by the Region Commander (Assistant Commissioner) of the involved officer.

The Commission will monitor the impact of these policy changes.

The report made 3 recommendations to further strengthen NSW Police Force procedures when investigating officer-involved domestic and family violence incidents:

1. Where both parties are current or former NSW Police Force officers, the complaint should be investigated by an independent command.
2. The NSW Police Force should reinforce the importance of interim risk management action.
3. The NSW Police Force should conduct mandatory, targeted and repeated audits of systems used by officers accused of domestic violence offences.

The report and a related fact sheet are available on our website.

Police responses to mental health–related interactions

In 2025–26, the Prevention team progressed a systemic research project looking at how the NSW Police Force responds to mental health–related interactions.

The Commission conducted targeted engagement with consumers and peak organisations, as well as an online public consultation via the NSW Government's 'Have Your Say' platform. Individuals and organisations were invited to complete a guided survey and/or make a submission on the platform to help the Commission to understand more about mental health and policing interactions in NSW. The Commission received 605 survey responses and 59 submissions through the 'Have Your Say' platform.

In the reporting period, the Commission also reviewed 162 mental health-related police complaint matters that occurred between 1 June 2023 and 1 June 2024. This included an analysis of various police records related to the 162 complaint matters, as well as a review of the relevant literature and parliamentary discussions, to identify systemic issues and opportunities for strengthening the NSW Police Force's responses to mental health-related interactions.

In May 2026, the Commission presented the findings of its review of mental health-related policing complaints to the NSW Police Force in a confidential report.

The Commission intends to prepare a public report sharing the findings of the Commission's review, as well as the outcomes of the public consultation, in the next reporting period.

Unauthorised access to and disclosure of confidential information

In 2025–26, the Commission progressed its review of how the NSW Police Force prevents, detects and manages the unauthorised access and improper disclosure of confidential information by employees.

The Commission examined 133 complaints that the NSW Police Force triaged between 1 September 2025 and 1 March 2026 that included allegations of unauthorised access and disclosure of information by officers of the NSW Police Force.

The aim is to assess the effectiveness of NSW Police Force procedures to detect officers' unauthorised access of confidential information and to make recommendations to strengthen NSW Police Force systems and processes that manage confidential information.

It is anticipated that a report of the analysis will be published in the next reporting period.

Operation Braga – management and handling of human sources

In 2025–26, the Commission progressed its investigation into the NSW Police Force's management and handling of human sources (Operation Braga). The focus of the investigation is identifying whether there are any systemic issues relating to the NSW Police Force's policies, procedures and practices for the handling and management of human sources.

The Commission has requested documents and information in relation to the NSW Police Force's management and handling of human sources, including details of the supervision of controlled operations and training modules used for officers who handle human sources, management systems used for the handling of human sources as well as details of long-term human sources. The Commission has been reviewing the material produced by the NSW Police Force.

Operation Akita – police pursuits

In August 2025, the Commission commenced an investigation into the NSW Police Force's policies and practices, including any systems used in relation to the management of pursuits, enduring operations, vehicle stops and urgent duty (Operation Akita). The investigation was initiated after the Commission identified increases in the number of fatalities and critical injuries occurring because of pursuits by the NSW Police Force.

Operation Akita's focus is identifying whether there are any systemic issues in the NSW Police Force's policies and practices used before, during and after pursuits occur. It involves the review of the NSW Police Force's current and past policies and procedures, training, and the systems used to record the outcomes of post-pursuit management and investigation. Relevant coronial inquests will also be reviewed as part of the investigation.

In January 2026, the Commission became aware through media reporting that the NSW Police Force had commenced its own review of its use of pursuits and pursuit policy. As part of its investigation, the Commission has received information and documents relating to this review and proposed policy changes, and will assess them against the issues that have so far been identified.

The Commission has issued 3 s 55 Notices and one s 54 Notice to the NSW Police Force as part of Operation Akita. These Notices have requested a suite of information and documents from the NSW Police Force. Throughout the first half of 2026, the NSW Police Force produced the information and documents requested, with an extension granted to produce some of those documents.

Operation Cerberus – Firearm Prohibition Orders on persons under 18 years of age

Section 73(1) of the *Firearms Act 1996* (NSW) (Firearms Act) states that the Commissioner of Police may make a Firearm Prohibition Order (FPO) against a person if, in the opinion of the Commissioner, the person is not fit, in the public interest, to possess a firearm.[19]

Once a person is served and subject to an FPO, s 74A of the Firearms Act allows officers to search the person (including searching their vehicle or premises) 'as reasonably required' to ensure the person is complying with s 74. This threshold is lower than the 'reasonable suspicion' officers are required to have to conduct a search under LEPRA.

Since 2022, stakeholders have raised concerns with the Commission and in other forums about the impact of the NSW Police Force's use of FPOs and FPO search powers, in particular against persons under 18 years old.

In November 2025, the Commission commenced a preliminary investigation into how the NSW Police Force uses the powers afforded to it under the Firearms Act on young people under 18 years of age. The investigation focuses on the NSW Police Force's decision-making around placing young people on FPOs, and the s 74A searches undertaken, including the impact of these searches.

The Commission has issued one s 54 Notice requesting information from the NSW Police Force and one s 55 Notice for the NSW Police Force to produce documents or other things to the Commission. Analysis of the information provided is ongoing.

19 An investigation may have more than one outcome.

Implementation of previous recommendations

Body-worn video

In June 2026, the NSW Police Force updated its *Body Worn Video Standard Operating Procedures* (BWV SOPs). Under the updated BWV SOPs, all police working in an operational capacity must now wear a BWV camera unless an exemption applies, or it is reasonably impractical to do so. The NSW Police Force has published on its website that an officer must activate their BWV camera at the time of, or as soon as practicable when:

- exercising a police power
- attending a serious crime
- using a tactical option that includes a use of force
- they are a passenger/observer in a police pursuit (if safe to do so)
- upon arrival at a Priority 1 (urgent assistance required by police) or Priority 2 job (urgent assistance required by the public), or
- they are in the vicinity of another officers who is obviously exercising a power.

The BWV SOPs also now require that if officers do not wear and use a BWV camera, or turn their camera off during an incident, they must make a record of their reasons why.

These changes to the BWV SOPs implement key recommendations the Commission made in the Commission's report *Review of NSW Police Force body-worn video policy and practice,* published in March 2025. The NSW Police Force has now implemented the majority of the Commission's 15 recommendations in its report.

The Commission's report, a fact sheet and video summary of the Commission's work, and the NSW Police Force's formal response to the Commission's recommendations (provided in July 2026) are all available on the Commission's website.

Aboriginal Strategic Direction

In October 2023, the Commission published its *NSW Police Force Aboriginal Strategic Direction 2018–2023 Monitoring Report*. The NSW Police Force's Aboriginal Strategic Direction (ASD) sets out the NSW Police Force's strategy for engaging with Aboriginal communities throughout NSW. Under that strategy, the NSW Police Force nominated the Commission to monitor its progress against the 2018–2023 ASD.

Our review made 11 recommendations to the NSW Police Force. In May 2024, the NSW Police Force indicated that it supported 7 of those recommendations.

In April 2026, the Commission sought an update from the NSW Police Force on its implementation of those recommendations it had supported. The NSW Police Force informed us in May 2026 that it has undertaken a range of actions, including:

- implementation of a 3-tiered Working with Aboriginal Communities training framework for all sworn and unsworn employees statewide:
  - *Working with Aboriginal Communities – Level 1* is delivered face to face to all student police at the NSW Police Academy
  - *Engaging with Aboriginal Communities* is a mandatory online training package for all NSW Police Force staff
  - *Working with Aboriginal Communities – Level 2* is mandatory for all personnel performing duties within the 35 ASD reporting commands, and is designed for police officers to engage directly with local Elders and Aboriginal Community Liaison Officers (ACLOs) to develop locally appropriate training content

- completion of a review of the ACLO role by the Aboriginal Strategy Coordination Team (ASCT), and proposal of a revised ACLO structure that adjusts remuneration and role expectations in line with responsibilities and 'increases support structures that recognise cultural load and community expectations placed on ACLOs'
- the ASCT's proposal of a new workforce design for its team, which includes support for in-field deployment and coordination, development of the proposed ACLO restructure and program oversight.

The NSW Police Force's full implementation update is available on our website.

The NSW Police Force published a new ASD in March 2024. While the new ASD does not nominate the Commission to monitor the new strategy, the Commission will continue to consider the way the NSW Police Force engages with First Nations people through the exercise of complaint assessment, investigation, oversight and prevention functions.

Legislative reviews

Report under s 87O of the *Law Enforcement (Powers and Responsibilities) Act 2002 (NSW)*

Following the Cronulla Riots in 2005, the NSW Police Force were given special powers to prevent or control large-scale public disorder. Under Part 6A of LEPRA, the NSW Police Force can establish a cordon around a specific target area or a roadblock in a specific target road. The powers also enable officers to do things within the target area that would ordinarily require a warrant or the formation of reasonable suspicion of criminal activity. For example, under these powers, officers can stop and search vehicles and people, seize and detain things and disperse groups.

Under s 87O of LEPRA, the Commission is required to scrutinise and report on the NSW Police Force's use of the Part 6A powers.

In 2025–26, the NSW Police Force did not use the powers under Part 6A of LEPRA.

On 27 June 2025, Hannah Thomas was arrested at a protest in Belmore. Charge records showed that Ms Thomas was initially charged with failing to comply with a direction to disperse under s 87MA of LEPRA, a power under Part 6A.

On 7 July 2025, the Commission wrote to the NSW Police Force to request information about the exercise of those powers on 27 June. In particular, the Commission asked whether a direction was given under s 87MA of LEPRA, and if so:

- whether an authorisation to use the Part 6A powers in relation to a relevant target area was given by the Acting Commissioner of Police, a Deputy or Assistant Commissioner as required by s 87D and s 87F
- when was the authorisation given, and
- a copy of the authorisation.

The NSW Police Force responded that day and informed the Commission that the Part 6A powers had not been used at the protest in Belmore. The NSW Police Force stated that Ms Thomas had been incorrectly charged with the s 87MA offence and that police had rectified the error.

The NSW Police Force has not used the Part 6A powers since March 2011.

3.5 Community and stakeholder engagement

Overview

The Commission's *Community Engagement Strategy 2024–2026* is available on our website, and identifies 4 priority areas for our community engagement:

- First Nations communities
- people who have experience of a mental health crisis
- communities in regional areas
- university centres that focus on law and criminology.

In 2025–2026, the Commission significantly expanded its community engagement program, attending 58 engagement activities, including hosting information stalls, giving presentations and participating in community meetings. We continued to focus on engagement with First Nations communities, including through attendance at service hubs and interagency meetings. We also continued our commitment to regional outreach, this year focusing on the Southern, Western and Northern regions.

The Commission also ran its first public consultation on the NSW Government 'Have Your Say' platform, giving people with lived experience of a mental health condition as well as family members, carers and others the opportunity to complete a guided survey or make a submission, to inform our project about mental health and policing interactions in NSW.

In addition, the Commission added as a priority engagement reaching people from different cultural, linguistic and religious communities. In line with that priority, Commission staff attended a range of multicultural expos and migrant information days and arranged for translation of key information about the Commission into 7 languages other than English.

First Nations outreach

Throughout the year, the Commission prioritised meaningful engagement with First Nations communities to build trust, strengthen relationships and improve accessibility. The Commission continued to focus on fostering respectful relationships that support greater awareness of the Commission's functions.

First Nations community services hubs and interagency meetings

In 2025–26, the Commission's Aboriginal Engagement Officers continued to represent the Commission at regular community hubs, which bring together service providers in one accessible location. This included participation in the First Nations Response Outreach in Redfern and the La Perouse Aboriginal Community Hub. Attending Aboriginal-led community hubs reinforces the Commission's commitment to engaging with Aboriginal communities in spaces where community feel safe, respected and connected.

The Commission's Aboriginal Engagement Officers were also active members of interagency meetings such as the Western Sydney Aboriginal Community Justice Group Committee and the West Sydney Koori Interagency meeting.

In October 2025, the Commission commenced attending the Yenu Allowah Community Service Hub Days. Yenu Allowah brings together a range of services, including early childhood education, family support, maternal and child health, playgroups and adult education opportunities, and is a foundational Aboriginal service within the Western Sydney region. The Commission's attendance at these service days in October 2025 and February, April and June 2026 has continued to grow its footprint within the Western Sydney region.

First Nations community events

Engagement with Aboriginal and Torres Strait Islander communities in culturally safe, community-led settings was fundamental to the Commission's approach this year. Throughout 2025–26, the Commission participated in a range of First Nations events. Staff from across the Commission attended a range of community events to celebrate NAIDOC week in July 2025, including holding information stalls at Redfern, Marrickville, Penrith, Macquarie Fields and Campbelltown. Commission staff continued to participate in Tribal Warrior boxing sessions before work at the National Centre of Indigenous Excellence.

Also in July 2025, the Commission's Aboriginal Engagement Officers had the privilege of being invited to speak in a panel discussion at the Big Yarn Up and RRR Summit on Birpai Country in Port Macquarie. This event is organised by Community Legal Centres NSW, the peak representative body for 41 community legal centres (CLCs) across NSW. The RRR Summit united Aboriginal-identified workers in rural, regional and remote Community Legal Centres, working mostly in community access, legal support, solicitor, and domestic and family violence support roles. The Commission participated in a panel discussion called 'Who can we trust?', alongside a retired NSW Police ACLO State Coordinator, and representatives from Redfern Legal Centre and the Justice and Equity Centre. This panel discussed engagement with local police teams and ideas for improving outcomes in community, including how to speak up when poor conduct needs to be called out and how to report serious misconduct to the Commission.

In October 2025, the Commission again attended Australia's largest gathering for Aboriginal people – the NSW Aboriginal Rugby League Knockout, also known as the Koori Knockout – in Tamworth. The Commission hosted the 'Integrity Tent' along with representatives from NSW ICAC, the Energy and Water Ombudsman NSW (EWON) and the National Anti-Corruption Commission (NACC). It was estimated around 35,000 people attended the event in Tamworth across the 4 days. Commission staff had many engaging conversations with First Nations people about the work of the Commission and their experiences with police. A survey developed by the Commission to gauge community knowledge about the Commission was completed by 155 people at the Knockout, with 62% of people stating they were not previously aware they could make a complaint to the Commission about police conduct.

In January 2026, the Commission, for the first time, participated in the Yabun Festival. Held annually on 26 January, Yabun brings First Nations people and allies together to honour history, acknowledge loss, and celebrate the ongoing survival, strength and excellence of First Nations people. Of the 114 people who completed the Commission's survey at Yabun, 67% did not previously know they could make a complaint to the Commission.

First Nations complaints: Focus on Central North Policing District

In December 2025, the Commission also commenced a project to understand what an improved complaints process would look like from a community perspective, with a focus on the Central North Policing District, including Bourke, Brewarrina and Walgett.

The Commission decided to focus on this area given:

- a high proportion of First Nations residents
- significant First Nations overrepresentation in policing interactions[20]
- low rates of complaints of serious misconduct from First Nations people in the area.

20 Based on data extracted via the Policing Activity Tool on the website of the NSW Bureau of Crime Statistics and Research: https://policingactivitytool.bocsar.nsw.gov.au/

Activities to date have included:

- visits to Bourke to speak with the NSW Police Force and local service providers
- consultations with First Nations justice stakeholders and community legal services to understand community perspectives on barriers and deterrents to the complaints process
- oversight of Central North Police District complaints to ensure compliance with the NSW Police Force's Misconduct Management Framework.

In 2025–26, the Commission also participated in several outreach activities in regions with large populations of First Nations people, as discussed below.

Engagement with government organisations and stakeholder groups

In 2025–26, our regional outreach focused on the Southern, Western and Northern regions.

In August 2025, Commission staff participated in the ICAC Community Leaders forum in Wollongong, further strengthening collaboration across the integrity sector. The Commission hosted a legal sector engagement session for lawyers from community legal centres and private practices across the Wollongong region.

In late October 2025, Commission engagement staff travelled to the Central Coast to participate in the Central Coast Multicultural Expo and EWON's Bring Your Bills events in Wyong and Woy Woy. The events enabled the Commission to strengthen connections with people from different cultural backgrounds as well as the local Aboriginal communities.

Commission staff also participated in EWON's Bring Your Bills events in:

- Mount Druitt in September 2025
- Raymond Terrace in April 2026
- Kempsey and Taree in May 2026.

In February 2026, Commissioner Anina Johnson participated in the ICAC Community Leaders Forum in Bathurst. Concurrently, the Commission's Engagement team attended the Bathurst ICAC Integrity Information Hub, hosted at the Bathurst Local Aboriginal Lands Council. The following day, the Engagement team facilitated an information session for local legal practitioners.

In 2025–26, the Commission's Aboriginal Engagement Officers continued representing the Commission at regular community hubs, which bring together service providers in one accessible location. These included Link Wentworth Hubs in Penrith, Katoomba and the Hawkesbury, and the Wollondilly Services Hub located in Tahmoor. They also attended regular interagency meetings.

Of the 58 engagement activities we completed in 2025–26, the regional spread was as follows:

- statewide – 6 activities
- Central Metro – 14 activities
- Noth West Metro – 12 activities
- South West Metro – 12 activities
- Northern Region – 7 activities
- Southern Region – 3 activities
- Western Region – 4 activities.

Engagement with people who have experienced mental health challenges

Commission staff undertook various engagement activities as part of the Commission's systemic research project on police responses to mental health-related interactions.

In the latter half of 2025, the Commission continued its targeted consultation with peak organisations including the Justice and Equity Centre and BEING – Mental Health Consumers. In August 2025, the Commission facilitated a focus group with members of the NSW Carers of Forensic and Corrections Patients Network. These targeted engagements provided important insights into the main concerns of the people who have a key interest in, or are directly impacted by, police responses to mental health incidents.

In recognising the importance of providing a broader group of organisations and individuals with the opportunity to share their views and experiences, the Commission worked with the Stakeholder and Community Engagement team at the Department of Customer Service to develop a public consultation on the NSW Government's 'Have Your Say' platform.

Between 30 April and 28 July 2026, the Commission invited individuals and organisations to complete a guided survey and/or make a submission on the platform to help it to understand more about mental health and policing interactions in NSW. The survey was designed to capture responses from different groups, including people with lived experience of a mental health condition, family members or carers of people with a mental health condition, first responders, mental health clinicians and peer workers.

The Commission received 605 survey responses and 59 submissions through the 'Have Your Say' platform. The Commission will report on the outcomes of the consultation in its public-facing report at the culmination of its systemic research project.

In August 2025, the Commission delivered an online presentation to the Justice Advocacy Service, which supports young people and adults with cognitive impairment who are in contact with the NSW criminal justice system.

Further outreach activities included:

- a presentation in December 2025 to staff at Rendu House, a non-residential alcohol and other drug (AOD) treatment program for individuals seeking support for AOD dependence
- engagement with Wellways, a national mental health and disability organisation, in February 2026
- a presentation to People with Disability Australia staff in Wollongong about the role of the Commission.

Many of the connections mentioned above were made at service hubs, highlighting the importance of consistent engagement with communities and services in locations accessible to community.

Engagement with academics and universities

Consistent with our Strategic Plan for 2023–2026, the Commission has continued to engage with academics and universities. This year, the Commission:

- delivered a presentation to the School of Law at the University of Wollongong at the invitation of Professor Julia Quilter, as part of the Contemporary Issues in Criminal Justice elective for criminal law students (August 2025)
- met with Dr Justin Ellis from the School of Law and Justice at the University of Newcastle (March 2026)
- participated on a careers panel for criminology students at the University of New South Wales (3 July 2026).

Engagement with different cultural, linguistic, religious communities

Engagement with people from different cultural, linguistic and religious communities was identified as a new priority for the Commission's community outreach during 2025–26.

The Commission's Engagement staff participated in a range of initiatives to improve awareness of the Commission's role among newly arrived migrants, refugees and different communities, and to support equitable access to information about the Commission's oversight function and to making a complaint. These included:

- the Newly Arrived Refugee Youth Services Expo (September 2025)
- the Central Coast Multicultural Expo (October 2025)
- Law Expos at Meadowbank TAFE and St George TAFE (October 2025)
- Making Ground hosted by Muslim Women Australia (December 2025).

In 2026, Commission Engagement staff hosted information stalls at the following events:

- Fairfield Seniors Expo in March 2026
- All Things Safe Expo at Wetherill Park in April 2026, which brought together a broad range of safety-focused services and agencies
- Bring It On Youth Festival in Fairfield in April 2026
- Community and Government Expo at Miller TAFE in May 2026, which connected local residents with government and community support services.

The Commission also undertook a program of work to improve access to information about our functions and complaint processes among people whose first language is not English.

The Commission was successful in accessing services from Multicultural NSW (MNSW) to develop resources in languages other than English. The Commission used Census data about the NSW community to select the priority languages for translation by MNSW. The languages selected were Arabic, Simplified Chinese, Traditional Chinese, Greek, Hindi, Nepali and Vietnamese.

The Commission developed a brochure about the Commission's complaint process, which MNSW translated into these 7 languages according to National Accreditation Authority for Translators and Interpreters (NAATI) standards. The Commission also worked with MNSW to translate key information on our website into the 7 languages.

In addition to the bespoke translated material, the Commission engaged its website vendor to embed the Google Translate function within the Commission's website. This additional function allows a member of the community to translate any of the Commission's webpages into any of the 72 languages available in the drop-down list.

Engagement with government organisations and stakeholder groups

In 2025–26, the Commission continued to hold quarterly meetings with an external legal sector reference group called the Legal Stakeholders Group. The group has representatives from:

- Aboriginal Legal Service (NSW/ACT) Limited
- Legal Aid NSW
- Redfern Legal Centre
- Justice and Equity Centre.

These meetings provided important insights from stakeholders that represent clients who interact with the NSW Police Force.

The Commission continued to participate in interagency groups such as the Joint Outreach Initiatives Network and Western Sydney Prisoner Interagency.

Commission staff also continued our engagement with Community Corrections staff from Corrective Services NSW. In 2025–26, Commission staff presented to the Fairfield, Sutherland, City and St Leonards Community Corrections offices.

Formal presentations and participation in conferences, programs and events

In 2025–26, the Commissioners delivered presentations, participated in panels or facilitated sessions at a range of different events. These activities enabled the Commission to share its work with different audiences and to contribute to public discussion on important issues related to law enforcement integrity, including:

- a presentation by the Commissioner on 'Embedding a speak up culture into your organisational DNA' as part of the NSW Ombudsman PID Awareness Week (August 2025)
- a presentation by the Commissioner and Commission staff to University of Wollongong students on 'Contemporary issues in criminal justice' (August 2025)
- a presentation by the Commissioner at the Personal Injury Commission Medical Assessor Forum on 'The distinction between decision making, private and medicolegal practice' (September 2025)
- participation by the Commissioner on the NSW Leadership Academy Think Tank Panel (September 2025)
- a presentation by the Chief Commissioner and Commissioner to the NSW Police Force Professional Standards Managers Forum – November 2025
- participation by the Commissioner in the International Women's Day Lunchtime Seminar Panel Discussion (March 2026)
- the Commissioner chairing a panel 'Not drowning, waving – how to navigate the choppy seas of Tribunal work' at the Council of Australasian Tribunals Conference (June 2026).

Senior-level engagements

The Commissioners regularly meet with the Commissioner of the NSW Crime Commission and the NSW Police Force Commissioner of Police as the heads of the agencies the Commission oversights, as well as the Inspector of the LECC. The Commissioners meet periodically with the Director of Public Prosecutions, given the interaction between the work of the 2 organisations.

The Commissioners and Chief Executive Officer meet annually with the Commissioners and Chief Executive Officers of ICAC, the NACC and the integrity agencies in the other states and territories.

The Commissioner, Chief Executive Officer and other senior staff meet quarterly with the NSW Audit Office.

There were also a range of meetings and engagements between senior Commission staff and senior officers in the NSW Police Force throughout the year, including:

- senior Commission staff regularly met with Deputy and Assistant Commissioners of the NSW Police Force to obtain information about ongoing projects and to liaise about how information is shared
- senior Commission staff regularly participated in scheduled meetings with senior officers of the NSW Police Force Professional Standards Command to discuss investigations activity, operational deployments and issues concerning the Commission's monitoring of critical incidents
- Commission staff also regularly engaged with the NSW Police Force Internal Review Panel
- in August and October 2025 and in March and May 2026, senior Commission staff presented at the NSW Police Force Leadership Academy at the University of Western Sydney as part of the Influencer Program. This is a development program conducted by the NSW Police Force to enhance the capability and understanding of officers moving to or recently appointed to the Inspector level
- in September 2025, senior Commission staff presented to NSW Police Force Professional Standards Command metropolitan and regional officers as part of an education program for officers involved in misconduct management
- in June 2026, senior Commission staff participated on a panel as part of the NSW Police Force Mastery program.

Also, in July 2025, senior Commission staff presented at the Central Metro Region Professional Standards forum, following an invitation from the region's Professional Standards Inspector. The audience consisted of approximately 30 Professional Standards Duty Officers and Executive Officers. The presentation provided an overview of the Commission's functions, with focus on the obligations of the NSW Police Force when served Commission Notices.

Media engagement

The Commission publicises its work when it is in the public interest to do so. The Commission informs the public and the media when a report is tabled in Parliament, when it monitors critical incidents, or when it holds public hearings. The Commission responds to media enquiries from a wide range of broadcast, print and digital media outlets.

The Commission's engagement with the media in 2025–26 included publishing or disseminating:

- 35 critical incident media alerts
- 6 fact sheets
- 2 NSW Police Force responses to recommendations
- 18 media releases and statements about reports, complaints or investigations
- 9 reports
- 8 corporate policies
- 6 public submissions
- 1 annual report
- 4 hearing transcripts.

The Chief Commissioner also participated in an interview with Dylan Welch ,from ABC's *Four Corners*, on 1 May 2026 for a program entitled 'Brutal Force', broadcast on 1 June 2026.

Information sessions for Commission staff

The Commission provides regular information sessions for Commission staff on a range of topics. During 2025–26, external speakers were invited to present to staff at some of these sessions. These sessions enabled staff to deepen their knowledge and to build connections with other experts and organisations. External speakers who presented to Commission staff in 2025–26 included:

- 2 visiting delegations from the South Korean National Police Agency (16 September 2025 and 17 June 2026)
- David and Kylie Hill, who presented on the story of David Dungay Jnr (17 September 2025)
- The Hon Virginia Bell AC, who spoke to staff about policing and the law, including her experiences during her distinguished career as a solicitor, barrister, and as a Judge of the Supreme Court of NSW and then the High Court of Australia (15 October 2025)
- Guler Akkoc, Telus Health, who presented on vicarious trauma and compassion fatigue (23 September 2025)
- Don McKenzie, Surveillance Devices Commissioner, who presented on surveillance devices warrant applications (16 October 2025)
- Dixie Crawford, Nganya, who provided cultural capability training (23 October 2025, 3 February 2026 and 14 April 2026)
- Maha Abdo, Muslim Women Australia (12 November 2025)
- Superintendent Kirsty Hales APM, Commander of NSW Police Force Mental Health Command, who presented on 'A new model for responding to mental health emergencies in the community' (11 December 2025)
- Ashlee Donohue, who presented on domestic violence and First Nations people (13 February 2026)
- Sam Alderton, Impact Policy, who presented on 'Cultural Safety in a Law Enforcement Context' (26 May 2026).

3.6 Management and activities

Major assets

During the reporting period, the Commission spent a total of $522,651 on upgrades to office accommodation and $309,478 on specialised IT infrastructure, equipment and software, including upgrading storage and security systems, as well as routine replacement of laptops, monitors and printers.

To allow greater flexibility and meet operational requirements, the Commission has a policy of purchasing vehicles. During the reporting period, we replaced 3 operational vehicles at a cost of $148,094.

The Commission replaced a piece of specialised equipment through a trade-in agreement, the value of which was $11,841.

Research and development

The Commission did not undertake research and development during the reporting period.

Overseas visits

No international travel was undertaken by staff in 2025–26.

Performance information

Information about the Commission's performance, including performance against strategic objectives, can be found in chapter 2.2 and throughout the report.

Cost of operations of the Commission

The following table outlines the Commission's cost of operations under Parts 6, 7, and 8 of the LECC Act (s 139(5)).

Table 22: Cost of operations

	Employee related	Other	Total
Integrity	$7,927,544	$3,821,519	$11,749,063
Oversight	$4,022,002	$91,209	$4,113,211
Critical Incidents	$911,399	$39,154	$950,553

Measuring employee engagement through the People Matter Employee Survey



71%

favourable response to the Commission's flexible working provisions



89%

of employees understood the Commission's Code of Ethics and Conduct

The annual employee engagement survey, the People Matter Employee Survey (PMES), provides important insight into the experiences of our workforce.

The Commission's response rate for the 2025 survey was higher than the sector average. The Commission's engagement score was 56%, a reduction of 2 points on the previous year and 7 points below the sector. The largest increase in score was in flexible working, and the largest decrease in score was in change management.

The Commission scored well in the areas of ethics and values (77%), flexible working (73%) and job purpose and enrichment (68%).

Opportunities to improve included communication and change management, learning and development opportunities and acting on the PMES results.

The Commission has developed a 3-year action plan to address issues raised in this survey.

Actions include:

- the introduction of a Change Management Framework and training for relevant staff
- measures to improve staff connection and collaboration between units.

4. Management and accountability

This section summarises the Commission's management and accountability structure, as well as industrial relations matters. It also details the frameworks we have in place to identify and manage risks.

4

4.1 Human resources

Personnel policies

The Commission reviewed and updated several existing personnel (HR) policies throughout the reporting period, including:

- Code of Ethics and Conduct
- Learning and Development Policy
- Work Health and Safety Policy
- Flexible Working Arrangements Policy
- Disciplinary Action – Managing Unsatisfactory Behaviour or Misconduct
- Performance and Development Guidelines
- Workplace Adjustments Policy
- Recruitment Procedure.

Training and development

The Commission continued to provide a broad range of training and development opportunities to staff throughout the 2025–26 reporting period. All staff have access to Affiliate Membership to the NSW Institute of Public Administration Australia and LinkedIn Learning, allowing access to a variety of training and development opportunities.

Specialised training and development opportunities offered to staff during 2025–26 included:

- Recruitment training for panel members
- Cyber Security Essentials
- Cyber Security for Senior Executives
- Operational Safety Training
- BOCSAR Conference
- Cultural Intelligence Training
- Vicarious Trauma.

Generic training and development opportunities provided to staff during 2025–26 included:

- Certified Practising Accounting Conference and events
- Legalwise Conference and events
- First Aid & CPR Training
- NSW Government Community of Financial Professionals
- NSW Government Community of HR Practice
- NSW Government Community of Ethical Behaviour
- NSW Government Community of Policy Professionals.

The Commission's Study Assistance Policy provides leave and monetary support to staff members undertaking approved tertiary-level studies in several specialist areas including:

- Executive Master of Public Administration
- Master of Investigations
- Diploma of Investigations
- Bachelor of Laws.

The Commission's employees

The terms and conditions of employment for non-executive officers of the Commission are governed by the *Crown Employees (Law Enforcement Conduct Commission) Award 2018* and the *Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009*. Senior Executive Officers of the Commission are employed under the provisions of the *Government Sector Employment Act 2013* (NSW) (Government Sector Employment Act).

Table 23: Number of officers and employees by category

	2023	2024	2025	2026
Statutory appointments	2	2	2	2
Male executive appointments	5	5	4	4
Female executive appointments	1	1	2	3
Operational staff	68	82	86	86
Support staff	36	35	37	37
Total	112	125	131	132

Table 24: Staff movements during 2025–26

Number of staff who commenced employment 2025–26	Number of staff who ceased employment 2025–26
15	14

Senior executive numbers, remuneration and expenditure

The Commissioners of the Commission are appointed by the Governor under s 18 of the LECC Act, and in accordance with clause 9 of Schedule 1 of the Act, are not subject to the Government Sector Employment Act.

The Hon Peter Johnson SC was appointed as the Chief Commissioner of the Law Enforcement Conduct Commission in July 2022. His remuneration is set annually by the Statutory and Other Offices Remuneration Tribunal. For this reporting period, the Chief Commissioner's salary was $548,490 per annum.

Anina Johnson was appointed as Commissioner effective from 16 May 2022. Her remuneration is set annually by the Statutory and Other Offices Remuneration Tribunal. For this reporting period, the Commissioner's salary was $411,365 per annum.

As holders of independent public offices, the Commissioners are responsible to Parliament in the performance of the functions of their respective offices.

In the Commission's current executive level structure, 2 staff members are employed in Public Sector Senior Executive Service roles within Executive Band 2, and 5 staff members within Executive Band 1, of the Government Sector Employment Act. All staff members occupying Public Service Senior Executive Service roles at the Commission are employed under individual Public Sector Senior Executive employment contracts, the terms of which provide for regular performance assessment.

Table 25: Senior executives – remuneration band determination, number of officers and gender breakdown comparison

Band	Female 2025–26	Male 2025–26
Band 4 (Secretary)	0	0
Band 3 (Deputy Secretary)	0	0
Band 2 (Executive Director)	1	1
Band 1 (Director)	2	3

Table 26: Senior executives – remuneration range comparison

Band	Remuneration range for 2025–26	Average remuneration for 2025–26
Band 4 (Secretary)	$527,051 pa to $608,850 pa	n/a
Band 3 (Deputy Secretary)	$373,951 pa to $572,050 pa	n/a
Band 2 (Executive Director)	$297,251 pa to $373,950 pa	$343,950 pa
Band 1 (Director)	$208,400 pa to $297,250 pa	$280,796 pa

The percentage of the Commission's total employee-related expenditure in the reporting year that relates to senior executives compared with the percentage at the end of the previous reporting year is shown below.

Table 27: Comparison of percentage of expenditure that relates to senior executives

2024–25	2025–26
16.72%	14.53%

Consultants

During 2025–26, the Commission engaged 3 consultants. One engagement was for less than $50,000, totalling $9,200.

Table 28: Consultancies valued at $50,000 or more (2025–26)

Category	Consultant	Nature	Cost ($)*
Management services	Bendelta	The Commission engaged Bendelta to assist with and facilitate development of the 2026–29 strategic plan.	$77,500
Management services	Nganya	The Commission engaged Nganya to provide advice and guidance in implementing our First Nations Strategy and providing cultural intelligence training.	$133,842
Total excluding GST			$211,342

* Figure rounded to whole dollars

Categorised by the nature of the consultancy, such as finance and accounting/tax, information technology, legal, management services, environmental, engineering, organisational review, and training.

Requirements arising from employment arrangements

The Commission is a statutory corporation established under the LECC Act. The Commission is a NSW government entity and is controlled by the State of New South Wales, which is the ultimate parent. The Commission is a not-for-profit entity (as profit is not its principal objective) and it has no cash-generating units. The Commission, as a reporting entity, comprises of all the entities under its control, namely the Office of the Law Enforcement Conduct Commission (the Office).

The Office provides the Commission with personnel services in that it employs the Commission's staff, except for the statutory office holders (namely, the Commissioners), who are employed directly by the Commission. Therefore, the Office is a special purpose entity – its only function is to provide personnel services to the Commission.

4.2 Public Interest Disclosures

A Public Interest Disclosure (PID) is a report, complaint, or other information from a person working in, or for, the NSW public service. The disclosure must be about other public officials engaging in certain types of conduct. The making and handling of PIDs is governed by PID Act.

The PID Act provides legal protection to public officials who make a disclosure that meets certain requirements. The Commission has internal and external policies to support the operation of the PID Act and to facilitate the handling of PIDs.

As an integrity agency, the Commission can receive PIDs from all public sector employees. The Commission finalised 34 voluntary PID matters during the reporting period.

Under the PID Act, the Commission is required to collect and report on information about PIDs, specifically, PIDs where the complainant has specified that the report was a PID (purported PID). This information is outlined in the table below.

Table 29: Purported Public Interest Disclosures

Purported PIDs	Number
Purported PIDs	22
Purported PIDs made by a public official	0
Purported PIDs that were not PIDs	10

4.3 Government Information (Public Access) Act 2009 (NSW)

Overview

Under the *Government Information (Public Access) Act 2009 (NSW) (GIPA Act)*, there are 4 ways that the Commission can make information available to the public:

1. the mandatory release of 'Open Access Information'
2. the proactive release of information for which there is no overriding public interest against disclosure
3. the informal release of information in response to an informal request where there is no overriding public interest against the disclosure of that information
4. the formal release of information in response to an access application where there is no overriding public interest against disclosure.

Schedule 2 of the GIPA Act provides that information that relates to the Commission's 'corruption prevention, handling of misconduct matters, investigative and reporting functions' is 'excluded information' of the Commission and cannot be made the subject of an access application.

It is also conclusively presumed under Schedule 1 of the GIPA Act that there is an overriding public interest against disclosing information, the disclosure of which would be prohibited by the LECC Act. Section 180(2) of the LECC Act provides that a person who is or was an officer of the Commission must not, except in connection with the person's functions under the Act, make a record of or divulge any information acquired in the exercise of the person's functions under the Act. Section 180(5)(d) provides that such information may be divulged if the Commissioner or Inspector certifies that it is necessary to do so in the public interest.

Information that falls within the above 2 categories was not publicly disclosed by the Commission except under limited circumstances.

The impact on the Commission of fulfilling its requirements under the GIPA Act during 2025–26 was negligible.

No major issues arose during 2025–26 in connection with the Commission's compliance with GIPA requirements.

Proactive release program

Under s 7 of the GIPA Act, the Commission is authorised to proactively release any government information that it holds, so long as there is no overriding public interest against disclosure of that information. Under s 7(3) of the GIPA Act, the Commission must review its program for the release of government information to identify the kinds of information that can be made publicly available under s 7. This review must be undertaken at least once every 12 months.

The Commission's proactive release program involves the identification for release of information for which:

- there exists a public interest in being made publicly available (noting the general public interest in favour of the disclosure of government information established by s 12 of the GIPA Act)
- there is no overriding public interest against disclosure (by virtue of the operation of Schedules 1 and/or 2 of the GIPA Act or otherwise).

The following are some of the ways in which, under its proactive release program, the Commission identified information that could be proactively released:

- The Right to Information Officer consulted with managers of business units of the Commission to ascertain whether those units held information that could be proactively released.
- The Right to Information Officer liaised with staff employed in areas of the Commission that deal with information of a kind that may be proactively released to ensure they are aware of the Commission's proactive release program.
- The Right to Information Officer monitored both informal and formal requests for information received by the Commission under the GIPA Act to identify any trends in the types of information sought, and considered whether the Commission held information relevant to those trends that could be proactively released.

Access applications received in 2025–26

During the reporting period, the Commission received 9 access applications.

Of these, 6 access application were refused wholly or in part because the information requested was information referred to in Schedule 1 or Schedule 2 of the GIPA Act. The information for one application was available on the website. The information for 2 applications was not held by the Commission.

There was one internal review, which affirmed the original decision by the Commission. A decision regarding a review by the Information and Privacy Commission is pending.

Statistical data on GIPA applications to the Commission can be found at Appendix 4 of this report.

Obtaining access to and seeking amendments of the Commission's records

In the first instance, the contact person for obtaining access to documents is as follows:

Right to Information Officer
Law Enforcement Conduct Commission
GPO Box 3880
SYDNEY NSW 2001

Telephone enquiries may be made between 9:00 am and 4:00 pm on (02) 9321 6700.

Further information is also able to be obtained from the Commission's website.

4.4 Privacy and Personal Information Protection Act 1998 (NSW)

The Commission takes its responsibility to comply with the requirements of the *Privacy* and *Personal Information Protection Act 1998 (NSW) (PPIP Act)* and *Health Records and Information Privacy Act 2002* (NSW) (HRIP Act) seriously.

Section 27 of the PPIP Act and s 17 of the HRIP Act provide that the Commission is not required to comply with the privacy principles except in connection with the Commission's exercise of its administrative and educative functions.

Our Privacy Management Plan (the Plan) sets out how the Commission complies with the principles and requirements of the PPIP Act and, where applicable, the HRIP Act. The plan demonstrates our commitment to respecting the privacy rights of the Commission's employees and members of the public.

The plan includes information on the type of personal information held by the Commission and how personal information can be accessed, as well as providing a reference tool for Commission staff dealing with personal information. The plan was reviewed for accuracy and currency in November 2023 and is accessible on our website.

The Commission did not receive any complaints relating to privacy during the reporting period.

4.5 Information and communications technology

Throughout the reporting period the Commission continued its focus on strengthening digital capability across cyber security, technology modernisation, data governance and digital transformation.

Progress was made in enhancing our cyber security posture, modernising core information and communications technology (ICT) systems, advancing a hybrid cloud architecture, expanding business intelligence and reporting capabilities, and improving digital services to support the Commission's core business functions.

The Commission also strengthened its information governance and strategic intelligence foundations, positioning the organisation to deliver secure, resilient and contemporary technology services.

During the 2025–26 reporting period, the ICT Team:

- continued to mature the Commission's cyber security capability through strategy development, compliance and remediation activities, and staff awareness training
- maintained ISO 27001 certification, successfully completing the annual surveillance audit and reinforcing the Commission's information security maturity
- expanded Power BI reporting to include additional dashboards, strengthening organisational oversight and information sharing
- enhanced the Commission's case management system to support new capabilities, evolving work functions and improved information management
- continued business analysis and assessment of modernising legacy systems and applications, establishing foundations to support ongoing organisational requirements
- advanced the Commission's cloud strategy through a hybrid architecture supporting secure, scalable and resilient ICT services
- enhanced hearing room technology with live streaming and real-time transcription capabilities
- initiated a strategic data governance program, initially focused on the case management system to strengthen data quality, integrity and consistency
- strengthened ICT asset management, enhancing lifecycle management and technology asset planning.

During 2025–26, the Commission's public website attracted over 74,453 visitors, at an average of 204 visitors per day.

4.6 Governance

Overview

'Governance' refers to the ways in which the Commission is held to account both internally and externally.

The LECC Act provides the Commission with extensive statutory powers. A compliance framework is in place to ensure the Commission does not abuse these powers and complies with relevant legislative requirements.

Internal governance is achieved through the Commission's internal structure and committees, delegations and authorisations, policies and procedures, risk and compliance management and planning.

External governance includes the roles and relationships between the Commission and Parliament, the Inspector of the Law Enforcement Conduct Commission, the Audit and Risk Committee, and other NSW Public Sector agencies.

Internal governance

The Commission has several internal governance committees to monitor its day-to-day functions, including the Executive Committee, Strategic Operations Committee, and the Audit and Risk Committee.

Executive Committee

The role of the Executive Committee is to consider issues that may affect the whole of the Commission and provide advice to the Chief Commissioner and Chief Executive Officer on any decisions that need to be made.

Key functions of the committee include:

- strategic directions and priorities
- internal recurrent and capital budgets
- policies
- structural staffing changes
- managing projects
- overseeing changes to Commission operations.

Members of the committee include:

- Chief Commissioner
- Commissioner
- Chief Executive Officer
- Executive Director Operations
- Director, Investigations and Intelligence
- Director, Investigations (Oversight)
- Director, Electronic Collections and IT
- Director, Covert Services
- Director, Prevention, Legal and Engagement
- Manager, HR.

Audit and Risk Committee

The Audit and Risk Committee (ARC) provides independent advice to the Chief Executive Officer about the Commission's governance processes, risk management and control frameworks, and external accountability obligations.

The ARC is guided by the Internal Audit and Risk Management Policy (TPP20-08), which sets minimum standards for risk management, internal audit, and audit and risk committees. The members of the ARC are independent board members, recruited on a merit basis via the Audit and Risk Committee Prequalification Scheme, in accordance with this policy. Remuneration for the external members during the reporting period totalled $18,199 (excluding GST).

In 2025–26, the ARC continued monitoring implementation and progress against the internal audit plan and audit recommendations. The plan considered the Commission's strategic priorities and enterprise risk register.

The Audit and Risk Committee met quarterly on 24 July 2025, 24 September 2025, 4 December 2025 and 4 March 2026.

Strategic Operations Committee

The Strategic Operations Committee meets monthly to provide oversight of all Commission operational activities, and to prioritise future operational activities. It has regard to issues such as the impact of the operation on the integrity of law enforcement agencies, resourcing, time, opportunity cost and utility.

The Inspector of the Law Enforcement Conduct Commission

The Inspector is an independent statutory officer whose function is to provide oversight of the Commission and its officers.

Mr Bruce McClintock SC commenced his appointment as the Inspector of the Law Enforcement Conduct Commission on 1 July 2022.

The Inspector's functions are set out in Part 9 of the LECC Act. The Inspector has the following principal functions:

- to audit the operations of the Commission for the purpose of monitoring compliance with the law of the State
- to deal with (by reports and recommendations) conduct amounting to agency maladministration on the part of the Commission and conduct amounting to officer misconduct or officer maladministration on the part of an officer of the Commission, whether or not the subject of a complaint
- to assess the effectiveness and appropriateness of the Commission's policies and procedures.

The Commissioners meet regularly with the Inspector to discuss any issues of mutual interest.

The Parliamentary Joint Committee

The Parliamentary Joint Committee is the avenue for which the Commission is accountable to Parliament and the people of NSW. The functions of the Parliamentary Joint Committee on the Ombudsman, the Law Enforcement Conduct Commission, and the Crime Commission (the Committee), as they relate to the Commission, are set out in s 131 of the LECC Act.

The Committee reviews the Commission's performance, examines its annual and other reports, and reports to Parliament on matters relating to the Commission's functions.

The Committee can report to Parliament any changes that the Committee thinks desirable to the functions, structures and procedures of the Commission and the Inspector.

The Committee cannot investigate or reconsider the Commission's decisions or recommendations about specific complaints or investigations**.**

The Committee met on 22 May 2026.

At the time of writing, members that serve on the Committee include:

- Chair: Philip Donato (IND, LA Member)
- Deputy Chair: Cameron Murphy (ALP LC Member)
- Members: Sue Higginson (GRNS, LC Member); Karen McKeown (ALP, LA Member); Rachel Merton (LIB, LC Member); Mark Taylor (LIB, LA Member); Tri Vo (ALP, LA Member).

4.7 Audits and risk management

Audits

The Commission's financial statements are prepared in accordance with legislative provisions and accounting standards. They are audited by the NSW Auditor-General, who is required to express an opinion as to whether the statements fairly represent the financial position of the Commission. The audited report and our financial statements are included in chapter 6.

We prepared and submitted the Financial Statements for 2025–26 to the Audit Office of NSW within the required timeframe.

Risk management

The Commission's Risk Management Framework aligns with the AS ISO 31000:2018 international risk-management guidelines and NSW Treasury's Internal Audit and Risk Management Policy for the General Government Sector (TPP20-08).

The Commission's Risk Management Policy was reviewed to ensure continued alignment with TPP20-08. As part of this process, the enterprise risk register was also updated to reflect strategic objectives, reassess existing risks and consider emerging risks. Both the revised policy and updated risk register were reviewed by the Commission's Audit and Risk Committee.

Internal audit activities

Internal audit aims to build stakeholder trust and protect organisational value through independent and objective assurance and advisory services to the Chief Executive Officer, the Executive and the Audit and Risk Committee, enabling a culture of accountability, integrity, enhanced stakeholder confidence and risk-based decision-making. The Commission's 2025–26 internal audit activities covered:

- review of the Commission's workforce and succession planning processes
- appointment of the Governance & Strategy Officer as the Chief Audit Executive
- appointment of a new independent ARC member
- review and update of the Commission's Internal Audit Charter
- development of a new 3-year internal audit plan aligned to the Commission's strategic objectives and risks.

Observations identified through the internal audit function's work were mostly classified as 'low' risk, meaning that the issues identified represented a minor control weakness with minimal impact on the Commission's ability to achieve objectives.

Insurance

Major insurance risks for the Commission are the security of its employees, property and equipment, and the risk of work-related injuries, which may result in workers compensation insurance claims. The Commission's insurance coverage is provided by the NSW Treasury Managed Fund.

Insurance premiums are determined based on a combination of benchmarks and actual claims made by the Commission in previous years. For the reporting period, the general insurance premium increased by $19,828 or 21%, and the workers compensation premium increased by $43,417 or 35%. The increased cost of insurance is reflective of increases across the public sector.

Credit card certification

To ensure operational requirements are met in an efficient manner, eligible staff are issued with corporate credit cards allowing for minor purchases and emergency travel as needed. The Commission monitors the use of all cards issued. Staff are required to adhere to the Commission's policy, which meets NSW Treasury Guidelines, Premier's Memoranda, and Treasurer's Directions.

It is certified that credit card usage by Commission officers has been in accordance with the appropriate government policies, Premier's Memoranda, and Treasurer's Directions, and meets best-practice guidelines. There were no known instances of misuse of credit cards during the year.

Risk management and internal control

Internal Audit and Risk Management Attestation Statement for the 2025–26 Financial Year for the Law Enforcement Conduct Commission

I, Christina Anderson, am of the opinion that the Commission has internal audit and risk management processes in operation that are compliant with the 7 core requirements set out in the Internal and Audit Risk Management Policy for the NSW Public Sector, specifically:

Core requirement	Compliant, non-compliant or in transition
1 Risk Management Framework	
1.1 The Accountable Authority shall accept ultimate responsibility and accountability for risk management in the agency.	Compliant
1.2 The Accountable Authority shall establish and maintain a risk management framework that is appropriate for the agency. The Accountable Authority shall ensure the framework is consistent with AS ISO 31000:2018.	Compliant
2 Internal Audit Function	
2.1 The Accountable Authority shall establish and maintain an internal audit function that is appropriate for the agency and fit for purpose.	Compliant
2.2 The Accountable Authority shall ensure the internal audit function operates consistent with the International Standards for the Professional Practice of Internal Auditing.	Compliant
2.3 The Accountable Authority shall ensure the agency has an Internal Audit Charter that is consistent with the content of the 'model charter'.	Compliant
3 Audit and Risk Committee	
3.1 The Accountable Authority shall establish and maintain efficient and effective arrangements for independent Audit and Risk Committee oversight to provide advice and guidance to the Accountable Authority on the agency's governance processes, risk management and control frameworks, and its external accountability obligations.	Compliant
3.2 The Accountable Authority shall ensure the Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'.	Compliant

Membership – The Chair and members of the Audit and Risk Committee are:

- Independent Chair – Ms Marcia Doheny, appointed 2 October 2022, second term ending 1 April 2026
- Independent Chair – Mr Ian Gillespie, appointed 1 April 2026, second term ending 2 October 2027
- Independent Member – Mr Ian Gillespie, appointed 2 October 2022, first term ending 31 March 2026
- Independent Member – Ms Robyn Gray, appointed 1 July 2025, first term ending 30 June 2030
- Independent Member – Mr Rob McKimm, appointed 30 May 2026, first term ending 30 May 2031.



Christina Anderson
Chief Executive Officer

Staff vetting

Commission staff occupy positions of trust and work with sensitive and confidential material. Prior to employment, all staff and contractors undergo a suitability assessment including background checks.

All staff employed by the Commission are required to comply with the Commission's Employment Suitability Check and the Australian Government Security Vetting Agency (AGSVA) security clearance process. Staff are required to provide an annual update as well as update significant information as they occur.

The Commission's Security and Vetting Policy ensures staff are aware of their responsibilities regarding the integrity of Commission information and systems.

The Commission has a policy of not employing current or former NSW Police Force or NSW Crime Commission officers.

5. Sustainability

This section outlines the measures we have in place to identify and address the Commission's key sustainability risks and opportunities, including those related to social and environmental matters.

5

5.1 Modern Slavery Act 2018 (NSW)

The Commission is committed to respecting human rights and is taking action to identify and address the risks of modern slavery in its operations and procurement.

The *Modern Slavery Act 2018* (NSW) sets out obligations for NSW Government agencies and provides for an Anti-slavery Commissioner to oversee compliance. The Act requires NSW Government agencies to take reasonable steps to ensure the goods and services they procure are not the product of modern slavery.

The Commission's discretionary spend on goods and services is a small percentage of its total spend. Regardless, we are committed to ensuring that all procurement is undertaken ethically to reduce the risk of modern slavery.

The Commission continues to monitor and assess modern slavery risks as part of ongoing day-to-day processes and take all reasonable steps to ensure that goods and services the Commission procures are not the product of modern slavery. This has included:

- ongoing risk assessments across the Commission's supply chain
- requiring suppliers responding to a request for tender or quote to show how they assess and address modern slavery risks in their operations and supply chain
- ensuring key staff have completed online training to assist with the identification and mitigation of supplier-related risks
- embedding ethical buying practices in business processes and organisational culture
- updating policies, procedures and systems to reflect the Commission's commitment to addressing modern slavery risks.

Procurement considered to have a higher risk of modern slavery for the Commission include minor equipment and cleaning contractors.

The Commission aims to reduce the likelihood of contributing to modern slavery issues by implementing recommended sustainable supply chain practices such as:

- paying suppliers within fair timeframes
- avoiding undue delays to payments
- avoiding unreasonable contract variations
- where possible, using pre-approved government suppliers
- only contracting with reputable suppliers.

No modern slavery concerns were raised by the Anti-slavery Commissioner during the reporting period.

5.2 Work health and safety

The Commission is committed to the health, safety and wellbeing of all staff and visitors.

We have effective procedures in place to ensure adherence to the requirements of workplace health and safety (WHS) legislation. WHS principles are incorporated into all business planning and operational activities.

The Commission offers a hybrid work environment. To promote safe home working and minimise risks to staff safety and to the security of Commission information, staff are required to complete a working-from-home checklist.

During 2025–26, the Commission:

- continued to develop, support and maintain safe working practices and principles
- provided training to all staff who volunteered as fire wardens and first aid officers
- required staff to take part in emergency evacuation exercises
- promoted the Employee Assistance Program, which is available to all staff to enhance the emotional and psychological wellbeing of employees and their families
- provided the opportunity for all staff to attend regular 1:1 counselling around prevention of vicarious trauma
- continued quarterly visits from therapy dogs
- provided adjustments to workstations, where requested or identified by staff
- encouraged all staff to be vaccinated against the flu and provided an opportunity to be vaccinated at the office.

Work health and safety committee

We have a WHS Committee, comprising management and staff representatives from all areas of the Commission. The committee actively collaborates to identify and resolve safety concerns and provides feedback on policies, procedures and risk mitigation strategies.

Work health and safety injuries and incidents

There were no workplace health and safety–related prosecutions under the *Work Health and Safety Act 2011* (NSW) during this reporting period.

The Commission currently has 2 open workers compensation claims.

5.3 Workforce diversity

Overview

The Commission understands the value people with diverse life and work experiences bring to the workplace. The Commission is committed to building a talented, responsive and inclusive workforce, reflective of the diversity of the people of NSW.

The Commission recognises that by embracing the different contributions, perspectives and talents that make up our organisation, we not only create a culture of participation, contribution and respect, but also increase innovation, creativity and organisational performance.

The Commission aims to enhance its employee experience through supporting staff to balance their work and personal life commitments and encourage overall wellness and ongoing learning opportunities.

This includes:

- providing support for flexible working arrangements, including providing tools to enable hybrid working
- supporting and acknowledging key events and culturally significant days, including NAIDOC Week, International Women's Day, Pride Month and Harmony Day
- ensuring all staff are included in the operations of the Commission through weekly Chief Executive Officer catch-ups, fortnightly all-staff meetings and regular whole-of-staff information sessions delivered in person and virtually
- encouraging and enabling women to participate and have a voice at all levels and functions of the Commission
- supporting the Commission's First Nations Strategy by increasing the number of targeted positions within the Commission
- delivering a cultural intelligence training package
- providing reasonable adjustments for staff with disability.

Diversity statistics

Table 30: Trends in the representation of workforce diversity groups in the Commission*

Workforce diversity group	2023	2024	2025	2026
Women	58.3%	58.0%	63.0%	58.0%
Aboriginal and/or Torres Strait Islander people	0.9%	2.5%	2.5%	2.5%
People whose first language spoken as a child was not English	16.2%	13.0%	10.0%	11.0%
People with disability	6.2%	7.0%	7.0%	6.0%
People with disability requiring work-related adjustment	2.7%	4.0%	4.0%	4.0%

* The data in this table is based on self-reports from staff

5.4 Energy Management Plan

The Commission is committed to sustainable energy management principles. We regularly review energy consumption, water consumption and purchasing practices to minimise the impact on the environment.

All Commission air-conditioning and UPS units have been replaced with more efficient units. In addition to this, most of the Commission's servers have been replaced, reducing the heat load in the data centre. This project continues to see ongoing reductions in energy costs and usage, and is reflected in year-on-year energy reductions. Of the Commission's overall energy use, 25% is sourced as green power, which is well above the government minimum requirement of 6%.

The scheduling of automatic air-conditioning and lighting is monitored regularly and is programmed to minimal hours of use. Regular energy audits are also conducted to look for any improvements in energy use.

The Commission promotes initiatives to reduce overall energy consumption, including:

- carrying out regular maintenance and monitoring of energy use
- enabling energy-saving features on office equipment, placing a high emphasis on energy ratings when purchasing new office and ICT equipment, and staff education
- incorporating lighting and air-conditioning within the building management system to allow time management of use, with the ability to switch to manual controlling as required.

Table 31: Electricity usage

Reporting year	Energy use in kWh	Remarks
2024–25	484,084.75	AC upgrade complete
2025–26	442,762.95	Server upgrades

Table 32: Paper usage

Reporting year	Number of reams purchased/used
2024–25	585
2025–26	610

Table 33: Vehicle fleet

Reporting year	Number of hybrid vehicles	Number of electric vehicles	Total number of vehicles in fleet	Total km travelled for all vehicles	Remarks
2024–25	3	0	4	51,817	Nil
2025–26	4	0	4	46,681	Nil

5.5 Waste management

In accordance with the NSW Government's resource efficiency policy, the Commission continues to implement measures that enable increased use of recycled material and better management of waste reduction.

Measures we currently have in place include:

- purchasing white copy paper with 100% recycled content
- sourcing all corporate printed paper products using recycled content
- reducing the number of public reports printed by making these available online
- encouraging staff to minimise printing, print double-sided and use online forms/templates where available
- placing recycle bins on all floors, allowing staff to recycle all recyclable products including paper, plastic, glass, toner cartridges and mobile phones
- collecting and recycling all computer and electrical equipment at an endorsed recycling centre.

Table 34: Waste stream reporting

Reporting year	Type of waste	Total volume in tons
2024–25	General	8.1
2025–26	General	6.3
2024–25	Electronic (e-waste)	3.2
2025–26	Electronic (e-waste)	0.9
2024–25	Paper and cardboard	3.8
2025–26	Paper and cardboard	4.4

6. Financial performance

This section includes the Commission's financial statements for the reporting period and the Auditor General's independent report.

6

6.1 Auditor General's report

INDEPENDENT AUDITOR'S REPORT

Law Enforcement Conduct Commission

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of the Law Enforcement Conduct Commission (the Commission), which comprise the Statement by the Chief Commissioner and Chief Executive Officer, the Statement of Comprehensive Income for the year ended 30 June 2026, the Statement of Financial Position as at 30 June 2026, the Statement of Changes in Equity and the Statement of Cash Flows for the year then ended, and notes to the financial statements, including a Statement of Material Accounting Policy Information and other explanatory information of the Commission and the consolidated entity. The consolidated entity comprises the Commission and the entities it controlled at the year's end or from time to time during the financial year.

In my opinion, the financial statements:

- have been prepared in accordance with Australian Accounting Standards and the applicable financial reporting requirements of the *Government Sector Finance Act 2018* (GSF Act), the Government Sector Finance Regulation 2024 (GSF Regulation) and the Treasurer's Directions
- presents fairly the financial position, financial performance and cash flows of the Commission and the consolidated entity.

My opinion should be read in conjunction with the rest of this report.

Basis for opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's responsibilities for the audit of the financial statements' section of my report.

I am independent of the Commission and the consolidated entity in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Chief Executive Officer's responsibilities for the financial statements

The Chief Executive Officer is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the GSF Act, GSF Regulation and Treasurer's Directions. The Chief Executive Officer's responsibility also includes such internal control as the Chief Executive Officer determines is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Chief Executive Officer is responsible for assessing the ability of the Commission and the consolidated entity to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's responsibilities for the audit of the financial statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/media/apzlwn0y/ar3_2024.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Commission and the consolidated entity carried out their activities effectively, efficiently and economically
- about the assumptions used in formulating the budget figures disclosed in the financial statements
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Nirupama Mani
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

3 September 2026
SYDNEY

6.2 Audited financial statements

LAW ENFORCEMENT CONDUCT COMMISSION

Financial Statements for the year ended 30 June 2026

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Statement by Chief Commissioner and Chief Executive Officer for the year ended 30 June 2026

Pursuant to Section 7.6(4) of the *Government Sector Finance Act 2018* ('the GSF Act'), I state that;

- these financial statements have been prepared in accordance with the GSF Act, the Government Sector Finance Regulation 2024, Australian Accounting Standards, which includes Australian Accounting Interpretations and the Treasurer's Directions
- these financial statements present fairly the Law Enforcement Conduct Commission's financial position, financial performance and cash flows as at 30 June 2026
- there are no circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.



The Hon Peter Johnson SC
Chief Commissioner



Christina Anderson
Chief Executive Officer

Statement of Comprehensive Income for the year ended 30 June 2026

	Notes	Parent Entity (Law Enforcement Conduct Commission) Actual 2026 $'000	Parent Entity (Law Enforcement Conduct Commission) Actual 2025 $'000	Economic Entity (Consolidated) Budget 2026 $'000	Economic Entity (Consolidated) Actual 2026 $'000	Economic Entity (Consolidated) Actual 2025 $'000
Continuing Operations						
Expenses excluding losses						
Employee related expenses	2(a)	1,076	971	25,072	22,401	20,149
Operating expenses	2(b)	5,200	3,880	4,111	5,200	3,878
Personnel services	2(c)	21,229	19,088	--	--	--
Depreciation and amortisation	2(d)	3,473	3,344	3,412	3,473	3,344
Finance costs	2(e)	322	394	128	322	394
Total expenses excluding losses		**31,300**	**27,677**	**32,723**	**31,396**	**27,765**
Revenue						
Appropriation	3(a)	30,520	25,950	31,797	30,520	25,950
Sale of goods and services from contracts with customers	3(b)	12	14	--	12	14
Investment revenue	3(c)	37	23	--	40	24
Acceptance by the Crown Entity of employee benefits and other liabilities	3(d)	711	568	800	712	569
Other income	3(e)	--	22	55	92	108
Total revenue		**31,280**	**26,577**	**32,652**	**31,376**	**26,665**
Operating result		**(20)**	**(1,100)**	**(71)**	**(20)**	**(1,100)**
Gain/(loss) on disposal of assets	4	55	37	15	55	37
Other gains/(losses)	5	(2)	(35)	--	(2)	(35)
Net result from continuing operations		**33**	**(1,098)**	**(56)**	**33**	**(1,098)**
Total other comprehensive income		**--**	**--**	**--**	**--**	**--**
TOTAL COMPREHENSIVE INCOME		**33**	**(1,098)**	**(56)**	**33**	**(1,098)**

The accompanying notes form part of these financial statements

Statement of Financial Position as at 30 June 2026

	Notes	Parent Entity (Law Enforcement Conduct Commission) Actual 2026 $'000	Parent Entity (Law Enforcement Conduct Commission) Actual 2025 $'000	Economic Entity (Consolidated) Budget 2026 $'000	Economic Entity (Consolidated) Actual 2026 $'000	Economic Entity (Consolidated) Actual 2025 $'000
ASSETS						
Current Assets						
Cash and cash equivalents	7	846	202	567	953	310
Receivables	8	1,428	989	1,226	1,489	997
Total Current Assets		**2,274**	**1,191**	**1,793**	**2,442**	**1,307**
Non-Current Assets						
Property, plant and equipment	9					
- Building leasehold improvements		714	229	156	714	229
- Plant & equipment		2,035	2,334	2,391	2,035	2,334
Total property, plant and equipment		**2,749**	**2,563**	**2,547**	**2,749**	**2,563**
Right-of-use assets	10	6,365	8,609	6,749	6,365	8,609
Intangible assets	11	457	903	857	457	903
Total Non-Current Assets		**9,571**	**12,075**	**10,153**	**9,571**	**12,075**
Total Assets		**11,845**	**13,266**	**11,946**	**12,013**	**13,382**
LIABILITIES						
Current Liabilities						
Payables	12	939	626	450	1,012	654
Borrowings	13	2,246	2,062	2,174	2,246	2,062
Provisions	14	2,412	2,120	2,016	2,420	2,126
Total Current Liabilities		**5,597**	**4,808**	**4,641**	**5,678**	**4,842**
Non-Current Liabilities						
Borrowings	13	4,642	6,887	4,710	4,642	6,887
Provisions	14	726	724	783	813	806
Total Non-Current Liabilities		**5,368**	**7,611**	**5,493**	**5,455**	**7,693**
Total Liabilities		**10,965**	**12,419**	**10,133**	**11,133**	**12,535**
Net Assets		**880**	**847**	**1,812**	**880**	**847**
EQUITY						
Accumulated funds		880	847	1,812	880	847
Total Equity		**880**	**847**	**1,812**	**880**	**847**

The accompanying notes form part of these financial statements

Statement of Changes in Equity for the year ended 30 June 2026

	Notes	Parent Entity (Law Enforcement Conduct Commission) Accumulated Funds $'000	Economic Entity (Consolidated) Accumulated Funds $'000
Balance at 1 July 2025		**847**	**847**
Net result for the year		**33**	**33**
Other comprehensive income:			
		--	--
Total other comprehensive income		**--**	**--**
Total comprehensive income for the year		**33**	**33**
Transactions with owners in their capacity as owners		**--**	**--**
Balance at 30 June 2026		**880**	**880**
Balance at 1 July 2024		**1,945**	**1,945**
Net result for the year		**(1,098)**	**(1,098)**
Other comprehensive income:			
		--	--
Total other comprehensive income		**--**	**--**
Total comprehensive income for the year		**(1,098)**	**(1,098)**
Transactions with owners in their capacity as owners			
		--	--
Balance at 30 June 2025		**847**	**847**

The accompanying notes form part of these financial statements

Statement of Cash Flows for the year ended 30 June 2026

	Notes	Parent Entity (Law Enforcement Conduct Commission) Actual 2026 $'000	Parent Entity (Law Enforcement Conduct Commission) Actual 2025 $'000	Economic Entity (Consolidated) Budget 2026 $'000	Economic Entity (Consolidated) Actual 2026 $'000	Economic Entity (Consolidated) Actual 2025 $'000
CASH FLOWS FROM OPERATING ACTIVITIES						
Payments						
Employee related		(1,076)	(971)	(24,272)	(21,234)	(19,533)
Suppliers for goods & services		(6,248)	(3,897)	(4,017)	(6,412)	(3,904)
Personnel services		(20,226)	(18,586)	--	--	--
Finance costs		(322)	(394)	(128)	(322)	(394)
Total Payments		**(27,872)**	**(23,848)**	**(28,417)**	**(27,968)**	**(23,831)**
Receipts						
Appropriation		30,520	25,950	31,797	30,520	25,950
Sale of goods and services		12	14	--	12	14
Interest revenue		37	23	--	40	24
Other		921	637	101	1,013	723
Total Receipts		**31,490**	**26,624**	**31,898**	**31,585**	**26,711**
NET CASH FLOWS FROM OPERATING ACTIVITIES	19	**3,618**	**2,776**	**3,482**	**3,617**	**2,880**
CASH FLOWS FROM INVESTING ACTIVITIES						
Proceeds from sale of plant & equipment		67	58	15	67	58
Purchases of plant & equipment		(980)	(971)	(1,000)	(980)	(971)
Purchases of intangible assets		--	(111)	--	--	(111)
NET CASH FLOWS FROM INVESTING ACTIVITIES		**(913)**	**(1,024)**	**(985)**	**(913)**	**(1,024)**
CASH FLOWS FROM FINANCING ACTIVITIES						
Payment of principal portion of lease liabilities		(2,061)	(1,899)	(2,468)	(2,061)	(1,899)
NET CASH FLOWS FROM FINANCING ACTIVITIES		**(2,061)**	**(1,899)**	**(2,468)**	**(2,061)**	**(1,899)**
NET INCREASE / (DECREASE) IN CASH AND CASH EQUIVALENTS		**644**	**(147)**	**29**	**643**	**(43)**
Opening cash and cash equivalents		202	349	538	310	353
CLOSING CASH AND CASH EQUIVALENTS	7	**846**	**202**	**567**	**953**	**310**

The accompanying notes form part of these financial statements

1. STATEMENT OF MATERIAL ACCOUNTING POLICY INFORMATION

(a) *Reporting entity*

The Law Enforcement Conduct Commission (the Commission) is a statutory corporation established under the *Law Enforcement Conduct Commission Act 2016* (NSW).

The Commission is a NSW government entity and is controlled by the State of New South Wales, which is the ultimate parent. The Commission is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units.

The Commission, as a reporting entity, comprises all of the entities under its control, namely: Office of the Law Enforcement Conduct Commission (the Office). The Office provides the Commission with personnel services.

In the process of preparing the consolidated financial statements for the economic entity, consisting of the controlling and controlled entity, all inter-entity transactions and balances have been eliminated, and like transactions and other events are accounted for using uniform accounting policies.

These financial statements for the year ended 30 June 2026, have been authorised for issue by the Chief Commissioner and Chief Executive Officer for the Law Enforcement Conduct Commission on 3 September 2026.

(b) *Basis of preparation*

The Commission's financial statements are general purpose financial statements which have been prepared on an accruals basis and in accordance with:

- applicable Australian Accounting Standards (AAS), which include Australian Accounting Interpretations;
- the requirements of the *Government Sector Finance Act 2018* (the GSF Act); and
- the Treasurer's Directions issued under the GSF Act.

Other than property, plant and equipment which is measured at fair value, the financial statements have been prepared in accordance with the historical cost convention.

Judgements, key assumptions and estimations management has made are disclosed in the relevant notes to the financial statements.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency, which is the Commission's presentation and functional currency.

The Commission has a single State outcome being, Investigations, Research and Complaint Management. As such, a State outcome group statement is not included as figures would be the same as those disclosed in the Statements of Comprehensive Income and Financial Position.

The financial statements have been prepared on a going concern basis as management believes this to be appropriate (Note 3a Appropriations outlines the Commission's funding source).

(c) *Going concern*

The Commission is a going concern public sector entity. The Commission will receive a parliamentary appropriation as outlined in the NSW Budget Papers for 2026-27. Following the successful submission of a business case for additional recurrent funding, the Commission received an increase to its funding allocation. The Government also provides for a separate integrity agency contingent fund of $20 million. The Commission can draw down an amount from this contingency, subject to Treasurer approval, to meet unforeseen operational funding requirements.

(d) *Statement of Compliance*

The financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

(e) ***Changes in accounting policies, including new or revised Australian Accounting Standards***

(i) Effective for the first time in the year ended 30 June 2026

The accounting policies applied in 2025-26 are consistent with those of the previous financial year. Several amendments and interpretations apply for the first time in 2025-26, but do not have a material impact on the financial statements of the Commission.

(ii) Issued but not yet effective

NSW public sector entities are not permitted to early adopt new Australian Accounting Standards, unless Treasury determines otherwise.

The new Australian Accounting Standard AASB 18 *Presentation and Disclosure of Financial Statements* (AASB 18) will replace AASB 101 *Presentation of Financial Statements*. AASB 18 sets out requirements for the presentation and disclosure of information in the financial statements. The Commission will undertake a detailed assessment of the impact of AASB 18 before it is adopted for the financial year ending 30 June 2029.

The Commission is of the opinion that the possible impact of all other Australian Accounting Standards issued but not yet effective to be either non-applicable or immaterial in their period of initial application.

(f) ***Impact of Climate-related matters on financial statements***

In preparing the financial statements, the Commission considered NSW Treasury's "Guidance on how to reflect the effects of climate-related matters in financial statements" when assessing the impact of climate-related matters on the recognition, measurement, presentation and disclosure of amounts in the financial statements.

Management determined that climate-related matters did not have a material impact on the financial statements for 2025–26. The Commission will continue to monitor climate-related developments and reassess annually.

2. EXPENSES EXCLUDING LOSSES

(a) Employee related expenses

	Law Enforcement Conduct Commission		Consolidated	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Salaries and wages (including annual leave)*	922	824	18,173	16,483
Superannuation–defined benefit plans	--	--	29	28
Superannuation–defined contribution plans	82	79	2,109	1,844
Long service leave	--	--	686	542
Workers' compensation insurance	--	--	168	119
Payroll tax and fringe benefits tax	72	68	1,232	1,127
Other employee expenses	--	--	4	6
	1,076	971	**22,401**	20,149

* Salaries and wages shown under the Law Enforcement Conduct Commission relate to the statutory appointment of the Chief Commissioner and Commissioner.

(b) Other operating expenses include the following:

Administration charges	50	45	50	45
Books and periodicals	32	54	32	54
Auditor's remuneration–audit of the financial statements – audit review of financial information	62	60	62	60
Consultancies	224	196	224	196
Contractors	343	536	343	536
External legal counsel	940	166	940	166
Computer expenses	1,527	821	1,527	821
Maintenance	554	562	554	562
Insurance	90	74	90	74
Accommodation outgoings (utilities, cleaning)	234	239	234	239
Variable lease payments, not included in lease liabilities	121	121	121	121
Minor equipment	153	118	153	118
Motor vehicle costs (including leasing charges)	117	120	117	120
Printing and stationery	33	24	33	24
Staff development	236	278	236	278
Travelling expenses	167	209	167	209
Telephones	27	25	27	25
Fees and searches	48	20	48	20
Other*	242	212	242	210
	5,200	3,880	**5,200**	3,878

* Other expenses include several line items that individually are not considered material, including translator costs, staff recruitment and medical expenses, secure shredding, and minor operational expenses.

RECOGNITION AND MEASUREMENT

Maintenance expense

Day-to-day servicing or maintenance costs are charged as expenses when they are incurred, except where they relate to the replacement or an enhancement of a part or component of an asset, in which case the costs are capitalised and depreciated.

Lease expense

The Commission recognises the lease payments associated with the following types of leases as an expense on a straight-line basis:

- Leases that meet the definition of short-term i.e. where the lease term at commencement of the lease is 12 months or less. This excludes leases with a purchase option.
- Leases of assets that are valued at $10,000 or under when new.

(c) Personnel Services expenses	Law Enforcement Conduct Commission		Consolidated	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Office of the Law Enforcement Conduct Commission	**21,229**	19,088	**--**	--

(d) Depreciation and amortisation expense				
Computer Equipment (Note 9)	391	390	391	390
Plant and Equipment (Note 9)	356	303	356	303
Leasehold Improvements (Note 9)	36	17	36	17
Right-of-Use Assets – Leasehold (Note 10)	2,244	2,251	2,244	2,251
Intangibles (Note 11)	446	383	446	383
	3,473	3,344	**3,473**	3,344

Refer to Notes 9, 10 and 11 for recognition and measurement policies on depreciation and amortisation.

(e) Finance costs				
Interest expense from lease liabilities (Note 10)	322	394	322	394
	322	394	**322**	394

3. REVENUE

RECOGNITION AND MEASUREMENT

Income is recognised in accordance with the requirements of AASB 15 *Revenue from Contracts with Customers* or AASB 1058 *Income of Not-for-Profit Entities*, dependent on whether there is a contract with a customer as defined by AASB 15 *Revenue from Contracts with Customers*. Comments regarding the accounting policies for the recognition of income are discussed below.

(a) Appropriations and Transfers to the Crown

Summary of Compliance

	2026 $'000	2025 $'000
Amount appropriated per *Appropriation Act*	31,797	28,748
Variations made to the appropriations during the financial year	--	--
Total spending authority from parliamentary appropriations, other than deemed appropriations	31,797	28,748
Add:		
The spending authority from deemed appropriations during the year	1,132	819
The unutilised spending authority from deemed appropriations from prior years	3,381	2,562
Total	**36,310**	32,129
Less: total expenditure out of consolidated fund	**(31,009)**	(26,812)
Variance	**5,301**	5,317
Less:		
The spending authority from appropriations lapsed at 30 June	788	1,936
Deemed appropriations balance carried forward to following years	**4,513**	3,381

	2026 $'000	2025 $'000
Appropriations (per Statement of Comprehensive Income)	30,520	25,950
Total amount drawn down against Annual Appropriation	**30,520**	25,950

- The Summary of Compliance includes deemed appropriations. It is based on the assumption that annual appropriations monies are spent first (except where otherwise identified or prescribed).
- 'Expenditure' refers to cash payments. The term 'expenditure' has been used for payments for consistency with AASB 1058 *Income of Not-for-Profit Entities*.
- Deemed appropriations is a legal concept under the GSF Act that does not have a corresponding financial statement line item. Instead, deemed appropriations may come from various sources, such as sale of goods and services, and the corresponding revenue is disclosed in the relevant sections of these items in the financial statements.

*The Appropriation Act 2025 (*Appropriations Act*)* (and the subsequent variations, if applicable) appropriates the sum of $31.797m to the Premier out of the Consolidated Fund for the services of the Law Enforcement Conduct Commission for the year 2025–26.

The lead Ministers for the Commission, being the Premier and Special Minister for State, are taken to have been given an appropriation out of the Consolidated Fund under section 4.7 of the GSF Act, at the time the Commission receives or recovers any deemed appropriation money, for an amount equivalent to the money that is received or recovered by the Commission. These deemed appropriations are taken to have been given for the services of the Commission.

The spending authority of the Premier and Special Minister for State for the services of the special office, from the *Appropriations Act* and deemed appropriation money, has been delegated/sub-delegated to officers of the Commission.

The summary of compliance has been prepared by aggregating the spending authorities for the services of the Commission. It reflects the status at the point in time this disclosure statement is being made.

RECOGNITION AND MEASUREMENT

Parliamentary Appropriations other than deemed appropriations
Income from appropriations, other than deemed appropriations (of which the accounting treatment is based on the underlying transaction), does not contain enforceable and sufficiently specific performance obligations as defined by AASB 15. Therefore, except as specified below, appropriations (other than deemed appropriations) are recognised as income when the Commission obtains control over the assets comprising the appropriations. Control over appropriations is normally obtained upon the receipt of cash.

(b) Sale of goods and services from contracts with customers

	Law Enforcement Conduct Commission		Consolidated	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Rendering of service – other government entities	12	14	12	14
	12	14	**12**	14

(c) Investment revenue

Interest revenue	37	23	40	24
	37	23	**40**	24

(d) Acceptance by the Crown Entity of employee benefits and other liabilities

The following liabilities and/or expenses have been assumed by the Crown:

Superannuation – defined benefit	25	25	25	25
Long service leave provision	686	543	686	543
Payroll tax	--	--	1	1
	711	568	**712**	569

(e) Other Income

Insurance claim receipts/hindsight adjustment refund	--	22	92	108
	--	22	**92**	108

4. GAIN/(LOSS) ON DISPOSAL OF ASSETS

	Law Enforcement Conduct Commission		Consolidated	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Proceeds from disposal	79	58	79	58
Written down value of assets disposed (Notes 9 & 11)	(24)	(21)	(24)	(21)
Gain/(loss) on disposal of assets	**55**	37	**55**	37

5. OTHER GAINS/(LOSSES)

	Law Enforcement Conduct Commission		Consolidated	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Unwinding/change in discount rate – Makegood provision (Note 14)	(2)	(43)	(2)	(43)
Gain/(loss) on disposal of lease liabilities (Note 10)	--	8	--	8
	(2)	(35)	**(2)**	(35)

6. MAJOR ACTIVITY GROUP

The Commission comprises a single outcome group covering the detection, investigation and exposure of misconduct and maladministration in the NSW Police Force and NSW Crime Commission.

The Commission also oversees the independent monitoring and review of investigations by the NSW Police Force and NSW Crime Commission of complaints about the conduct of their Officers, and real time monitoring of NSW Police Force critical incidents.

7. CURRENT ASSETS — CASH AND CASH EQUIVALENTS

	Law Enforcement Conduct Commission		Consolidated	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Cash at bank	846	202	953	310
	846	202	**953**	310

For the purposes of the Statement of Cash Flows, cash and cash equivalents include cash on hand and cash at bank.

Cash and cash equivalents (per Statement of Financial Position)	**846**	202	**953**	310

Refer to Note 20 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

8. CURRENT/NON-CURRENT ASSETS — RECEIVABLES

	Law Enforcement Conduct Commission		Consolidated	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Prepayments	1,309	816	1,309	816
Other receivables	119	173	180	181
Total current receivables	**1,428**	989	**1,489**	997

Refer Note 20 for details regarding credit risk of trade receivables that are neither past due nor impaired.

RECOGNITION AND MEASUREMENT

The Commission recognises a financial asset or a financial liability when, and only when, it becomes a party to the contractual provisions of the instrument. To determine when the Commission becomes a party to the contractual provisions of the instrument, it considers:

- Whether there is a legal right to receive cash (financial asset) or a legal obligation to pay cash (financial liability); or
- Whether at least one of the parties has performed under the agreement.

All 'regular way' purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

Receivables are initially recognised at fair value plus any directly attributable transaction costs. Trade receivables that do not contain a significant financing component are measured at the transaction price.

9. NON-CURRENT ASSETS — PLANT AND EQUIPMENT

Law Enforcement Conduct Commission and consolidated figures are shown together as the Office of the Law Enforcement Conduct Commission does not hold assets.

	Leasehold improvements $'000	Plant & Equipment $'000	Computer Equipment $'000	Total $'000
At 1 July 2024 – fair value				
Gross carrying amount	2,459	3,251	5,059	10,769
Accumulated depreciation and impairment	(2,379)	(2,364)	(3,704)	(8,447)
Net carrying amount	80	887	1,355	2,322
Year ended 30 June 2025				
Net carrying amount at beginning of year	80	887	1,355	2,322
Purchases of assets	166	587	218	971
Disposals (Note 4)	--	(19)	(1)	(20)
Depreciation expense (Note 2(d))	(17)	(303)	(390)	(710)
Net carrying amount at end of year	229	1,152	1,182	2,563
At 1 July 2025 – fair value				
Gross carrying amount	2,626	3,661	4,444	10,731
Accumulated depreciation and impairment	(2,397)	(2,509)	(3,262)	(8,168)
Net carrying amount	229	1,152	1,182	2,563
Year ended 30 June 2026				
Net carrying amount at beginning of year	229	1,152	1,182	2,563
Purchases of assets	523	210	260	993
Disposals (Note 4)	(2)	(16)	(6)	(24)
Depreciation expense (Note 2(d))	(36)	(356)	(391)	(783)
Net carrying amount at end of year	**714**	**990**	**1,045**	**2,749**
At 30 June 2026 – fair value				
Gross carrying amount	3,089	3,345	3,835	10,269
Accumulated depreciation and impairment	(2,375)	(2,355)	(2,790)	(7,520)
Net carrying amount	**714**	**990**	**1,045**	**2,749**

RECOGNITION AND MEASUREMENT

Acquisition of plant and equipment

Plant and equipment are initially recognised at cost. Cost includes the amount of cash or cash equivalents paid or the fair value of the consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the requirements of other Australian Accounting Standards.

Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at measurement date. Where payment for an asset is deferred beyond normal credit terms its cost is the cash price equivalent, and deferred payment is effectively discounted over the period of credit.

Assets acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition.

Capitalisation thresholds

Plant and equipment and intangible assets costing $5,000 and above individually or forming part of a network costing more than $5,000, are capitalised.

Restoration Costs

The present value of the expected cost for the restoration or cost of dismantling of an asset after its use is included in the cost of the respective asset if the recognition criteria for provisions are met.

Depreciation of plant and equipment
Depreciation is provided for on a straight-line basis for all depreciable assets, so as to write off the depreciable amount of each asset, as it is consumed over its useful life to the Commission.

All materially identifiable components of assets are depreciated separately over their useful lives.

The Commission has adopted the following depreciation rates for the reporting period:

Computer equipment	3 to 8 years
Intangible computer software	4 to 9 years
Plant and equipment	4 to 14 years
Leasehold improvements	the period of the lease

Right-of-use Assets acquired by lessees
The Commission has elected to present right-of-use assets separately in the Statement of Financial Position.

Further information on leases is contained in Note 10.

Impairment of plant and equipment
As a not-for-profit entity with no cash generating units, impairment under AASB 136 *Impairment of Assets* is unlikely to arise. As plant and equipment is carried at fair value or an amount that approximates fair value, impairment can only arise in rare circumstances, such as where the costs of disposal are material. Specifically, impairment is unlikely for not-for-profit entities given that AASB 136 modifies the recoverable amount test for non-cash generating assets of not-for-profit entities to the higher of fair value less costs of disposal and depreciated replacement cost, where depreciated replacement cost is also fair value.

The Commission assesses at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Commission estimates the asset's recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

As a not-for-profit entity, an impairment loss is recognised in the net result to the extent the impairment loss exceeds the amount in the revaluation surplus for the class of asset.

All of the Commission's non-current assets are considered to be non-specialised assets with short useful lives measured using the depreciated historical cost as an approximation of fair value and as such do not require fair value hierarchy disclosures under AASB 13 *Fair Value Measurement*.

10. LEASES

Entity as a lessee
The Commission leases property. The lease contracts are typically in fixed periods of three to five years, and may have extension options. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes. The Commission does not provide residual value guarantees in relation to leases.

Extension and termination options are included in several property leases. These terms are used to maximise operational flexibility in terms of managing contracts. The majority of extension and termination options held are exercisable only by the Commission and not by the respective lessor. In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

AASB 16 *Leases* (AASB 16) requires a lessee to recognise a right-of-use asset and a corresponding lease liability for most leases.

Right-of-use assets under leases
The following table presents right-of-use assets.

	Leasehold Improvements $'000	Total $'000
Balance as at 1 July 2025	8,609	8,609
Depreciation expense (Note 2(d))	(2,244)	(2,244)
Balance at 30 June 2026	**6,365**	**6,365**
Balance as at 1 July 2024	10,202	10,202
Addition of ROU assets	658	658
Depreciation expense (Note 2(d))	(2,251)	(2,251)
Balance at 30 June 2025	8,609	8,609

Lease liabilities
The following table presents liabilities under leases.

	2026 $'000	2025 $'000
Balance as at 1 July	8,949	10,198
Addition of lease liabilities	--	658
Interest expense (Note 2(e))	322	394
Payments	(2,383)	(2,293)
Disposal of lease liabilities (Note 5)	--	(8)
Balance at 30 June	**6,888**	8,949

The following amounts were recognised in the Statement of Comprehensive Income during the period in respect of leases where the Commission is the lessee:

	2026 $'000	2025 $'000
Depreciation expense of right-of-use assets (Note 2(d))	2,244	2,251
Interest expense on lease liabilities (Note 2(e))	322	394
Variable lease payments, not included in the measurement of lease liabilities	121	121
Total amount recognised in the Statement of Comprehensive Income	**2,687**	2,766

The Commission had total cash outflows for leases of $2,754,674 (GST inclusive) in 2025-26 (2024-25: $2,656,344).

RECOGNITION AND MEASUREMENT

The Commission assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Commission recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets, except for short-term leases and leases of low-value assets.

(i) RIGHT-OF-USE ASSETS

The Commission recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are initially measured at the amount of initial measurement of the lease liability (refer to (ii) Lease Liabilities below), adjusted by any lease payments made at or before the commencement date and lease incentives, any initial direct costs incurred, and estimated costs of dismantling and removing the asset or restoring the site.

The right-of-use assets are subsequently measured at cost. They are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as below:

- Land and buildings 3 to 5 years

If ownership of the leased asset transfers to the Commission at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment. The Commission assesses at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Commission estimates the asset's recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. After an impairment loss has been recognised, it is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the net result.

(ii) LEASE LIABILITIES

At the commencement date of the lease, the Commission recognises lease liabilities measured at the present value of the lease payments to be made over the lease term.

Lease payments include:

- Fixed payments (including in substance fixed payments) less any lease incentives receivable;
- Variable lease payments that depend on an index or a rate;
- Amounts expected to be paid under residual value guarantees;
- Exercise price of a purchase option reasonably certain to be exercised by the Commission; and
- Payments of penalties for terminating the lease, if the lease term reflects the Commission exercising the option to terminate.

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for the Commission's leases, the lessee's incremental borrowing rate is used, being the rate that the Commission would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The Commission's lease liabilities are included in borrowings.

(iii) SHORT-TERM LEASES AND LEASES OF LOW-VALUE ASSETS

The Commission applies the short-term lease recognition exemption to its short-term leases of equipment (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low value are recognised as expense on a straight-line basis over the lease term.

11. NON-CURRENT INTANGIBLE ASSETS – SOFTWARE

Law Enforcement Conduct Commission and consolidated figures are shown together as the Office of the Law Enforcement Conduct Commission does not hold assets.

	Consolidated
	$'000
At 1 July 2024	
Cost (gross carrying amount)	5,159
Accumulated amortisation and impairment	(3,983)
Net carrying amount	1,176
Year ended 30 June 2025	
Net carrying amount at beginning of year	1,176
Additions	111
Disposals (Note 4)	(1)
Amortisation (Note 2(d))	(383)
Net carrying amount at end of year	903
At 1 July 2025	
Cost (gross carrying amount)	5,188
Accumulated amortisation and impairment	(4,285)
Net carrying amount	903
Year ended 30 June 2026	
Net carrying amount at beginning of year	903
Amortisation (Note 2(d))	(446)
Net carrying amount at end of year	**457**
At 30 June 2026	
Cost (gross carrying amount)	5,095
Accumulated amortisation and impairment	(4,638)
Net carrying amount	**457**

RECOGNITION AND MEASUREMENT

The Commission recognises intangible assets only if it is probable that future economic benefits will flow to the Commission and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition. Intangible assets are subsequently measured at fair value only if there is an active market. As there is no active market for the Commission's intangible assets, the assets are carried at cost less any accumulated amortisation and impairment losses.

All research costs are expensed. Development costs are only capitalised when certain criteria are met.

The useful lives of intangible assets are assessed to be finite.

The Commission's intangible assets are amortised using the straight-line method over a period of four to nine years.

The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period.

Intangible assets are tested for impairment where an indicator of impairment exists. If the recoverable amount is less than its carrying amount, the carrying amount is reduced to recoverable amount and the reduction is recognised as an impairment loss.

12. CURRENT LIABILITIES — PAYABLES

	Law Enforcement Conduct Commission		Consolidated	
	2026	2025	2026	2025
	$'000	$'000	$'000	$'000
Accrued salaries, wages and on-costs	--	--	670	514
Personnel services payable	670	514	--	--
Creditors	269	112	342	140
	939	626	**1,012**	654

Refer Note 20 for details regarding liquidity risk, including a maturity analysis of the above payables.

RECOGNITION AND MEASUREMENT

Payables represent liabilities for goods and services provided to the Commission and other amounts. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

Payables are financial liabilities at amortised cost, initially measured at fair value, net of directly attributable transaction costs. These are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in the net result when the liabilities are derecognised as well as through the amortisation process.

13. CURRENT / NON-CURRENT LIABILITIES — BORROWINGS

Law Enforcement Conduct Commission and consolidated figures are shown together as the Office of the Law Enforcement Conduct Commission does not have borrowings.

Lease liabilities (see Note 10)	Consolidated	
	2026	2025
	$'000	$'000
Current Lease liabilities	2,246	2,062
Non-Current liabilities	4,642	6,887
	6,888	8,949

Refer Note 20 for details regarding liquidity risk, including a maturity analysis of the above payables.

RECOGNITION AND MEASUREMENT

Borrowings represents lease liabilities.

Financial liabilities at amortised cost
Borrowings classified as financial liabilities at amortised cost are initially measured at fair value, net of directly attributable transaction costs. These are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in net result when the liabilities are derecognised as well as through the amortisation process.

14. CURRENT / NON-CURRENT LIABILITIES — PROVISIONS

	Law Enforcement Conduct Commission		Consolidated	
	2026	2025	2026	2025
Current provisions	$'000	$'000	$'000	$'000
Employee benefits and related on-costs				
Annual leave including on-costs	55	21	1,565	1,327
Long service leave on-costs	--	--	790	734
Provision for personnel services	2,357	2,099	--	--
Paid parental leave provision	--	--	65	65
	2,412	2,120	**2,420**	2,126

Current annual leave obligations expected to be settled after 12 months are estimated at $157,000 (2024-25: $133,000)

Current long service leave obligations expected to be settled after 12 months are estimated at $87,000 (2024-25: $82,000)

The liability is based on leave entitlements at 30 June 2026 using remuneration rates payable post 30 June 2026.

	Law Enforcement Conduct Commission		Consolidated	
	2026	2025	2026	2025
Non-current provisions	$'000	$'000	$'000	$'000
Employee benefits and related on-costs				
Long service leave on-costs	--	--	87	82
Other provisions				
Restoration costs	726	724	726	724
	726	724	**813**	806

Law Enforcement Conduct Commission and consolidated figures are shown together as they are not materially different.

	Consolidated	
	2026	2025
	$'000	$'000
Aggregate employee benefits and related on-costs		
Provisions – current	2,420	2,126
Provisions – non-current	87	82
Accrued salaries, wages and on-costs (Note 12)	670	514
	3,177	2,722

Restoration costs - the Commission is required to reinstate the leased premises to the condition they were in as at the date the premises were first leased. Law Enforcement Conduct Commission and consolidated figures are shown together as the Office of Law Enforcement Conduct Commission does not have any makegood obligations.

	Consolidated	
	2026	2025
	$'000	$'000
Movements in provisions (other than employee benefits)		
Restoration costs		
Carrying amount at 1 July	724	681
Unwinding/change in discount rate (Note 5)	2	43
Carrying amount at 30 June	**726**	724

RECOGNITION AND MEASUREMENT

Employee benefits and related on-costs

Salaries and wages, annual leave and sick leave

Salaries and wages (including non-monetary benefits) and paid sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the service are recognised and measured at the undiscounted amounts of the benefits.

Annual leave is not expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service. As such, it is required to be measured at present value in accordance with AASB 119 *Employee Benefits*.

Actuarial advice obtained by Treasury has confirmed that using the nominal annual leave balance plus the annual leave entitlements accrued while taking annual leave (calculated using 8.4% of the nominal value of annual leave) can be used to approximate the present value of the annual leave liability. The Commission has assessed the actuarial advice based on the Commission's circumstances and has determined that the effect of discounting is immaterial to annual leave. All annual leave is classified as a current liability, even where the Commission does not expect to settle the liability within 12 months, as the Commission does not have an unconditional right to defer settlement.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

Long Service Leave and Superannuation

The Commission's liabilities for long service leave and defined benefit superannuation are assumed by the Crown. The Commission accounts for the liability as having been extinguished, resulting in the amount assumed being shown as part of the non-monetary revenue item described as 'Acceptance by the Crown of employee benefits and other liabilities'.

Long service leave is measured at present value of expected future payments to be made in respect of services provided up to the reporting date. Consideration is given to certain factors based on actuarial review, including expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using Commonwealth government bond rate at the reporting date.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (i.e. Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (i.e. State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

Consequential on-costs

Consequential costs to employment are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised. This includes outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax.

Other Provisions

Provisions are recognised when: the Commission has a present legal or constructive obligation as a result of a past event; it is probable that an outflow of resources will be required to settle the obligation; and a reliable estimate can be made of the amount of the obligation. When it is expected that some or all of a provision will be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented net of any reimbursement in the Statement of Comprehensive Income.

The Commission recognises a makegood provision for the anticipated costs of future restoration of leased premises as required under the terms of agreement. The provision includes future cost estimates associated with dismantling and reinstatement of the leased premises to original condition. The calculation is based on a square metre rate of $247.50 as per the lease agreement.

15. EQUITY

RECOGNITION AND MEASUREMENT

Accumulated Funds
The category 'Accumulated Funds' includes all current and prior period retained funds.

16. COMMITMENTS

Capital Commitments
Aggregate capital expenditure for the acquisition of computer software and hardware, office equipment and leasehold improvements, contracted for at balance date and not provided for:

	Law Enforcement Conduct Commission		Consolidated	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Within one year	6	--	6	--
Total (including GST)	**6**	--	**6**	--

Capital commitments for 2026 include input tax credits of $559.40 (2025: nil) that were expected to be recoverable from the Australian Taxation Office.

17. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

As at the reporting date, the Commission is not aware of any contingent liabilities or assets that will materially affect its financial position.

18. BUDGET REVIEW

Budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period. Subsequent amendments to the original budget (e.g. adjustment for transfer of functions between entities as a result of Administrative Arrangements Orders) are not reflected in the budgeted amounts. Major variances between the original budgeted amounts and the actual amounts disclosed in the financial statements are explained below.

Net result
The actual net result for the financial year ended on 30 June is higher than budget. The Commission did not draw down its full appropriation due to lower than budgeted employee related expenses due to carrying vacant positions, staff on secondment or long-term leave. Some unspent employee related funds were redirected to other operating expenses to cover higher than expected costs in legal, software licences, and consultancies.

Assets and liabilities
Net assets are lower than budget due to higher than budgeted liabilities, mainly driven by higher accrued expenses and higher employee provisions including on-costs.

Cash flows
Closing cash is higher than budget mainly due to the lower than budgeted cash payments. Operating cash payments are lower than budget as the Commission carried several vacant positions in the financial year leading to an underspend in employee related payments. In addition, repayment of lease liabilities is lower than budget. This has been partially offset by the lower than budgeted cash receipts due to the Commission not drawing down its full appropriation.

19. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET RESULT

	Law Enforcement Conduct Commission		Consolidated	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Net cash used on operating activities	3,618	2,776	3,617	2,880
Depreciation and amortisation	(3,473)	(3,344)	(3,473)	(3,344)
Decrease/(increase) in provisions	(294)	23	(301)	10
Increase/(decrease) in prepayments and other assets	440	(514)	493	(577)
Decrease/(increase) in payables	(313)	(84)	(358)	(112)
Net gain/(loss) on assets disposed	55	37	55	37
Net gain/(loss) on lease liabilities disposed	--	8	--	8
Net result	**33**	(1,098)	**33**	(1,098)

20. FINANCIAL INSTRUMENTS

The Commission's principal financial instruments are outlined below. These financial instruments arise directly from the Commission's operations or are required to finance the Commission's operations. The Commission does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The Commission's main risks arising from financial instruments are outlined below, together with the Commission's objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout these financial statements.

The Chief Commissioner has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the Commission, to set risk limits and controls and to monitor risk. Compliance with policies is reviewed by the Commission on a continuous basis.

a) Financial instrument categories

Parent

Financial Assets	Note	Category	Carrying Amount	Carrying Amount
Class:			2026 $'000	2025 $'000
Cash and cash equivalents	7	Amortised cost	**846**	202
Receivables[1]	8	Amortised cost	**--**	16

Financial Liabilities	Note	Category	Carrying Amount	Carrying Amount
Class:			2026 $'000	2025 $'000
Payables[2]	12	Financial liabilities measured at amortised cost	**906**	599
Borrowings	13	Financial liabilities measured at amortised cost	**6,888**	8,949

Consolidated

Financial Assets	Note	Category	Carrying Amount 2026 $'000	Carrying Amount 2025 $'000
Class:				
Cash and cash equivalents	7	Amortised cost	**953**	310
Receivables[1]	8	Amortised cost	**59**	25

Financial Liabilities	Note	Category	Carrying Amount 2026 $'000	Carrying Amount 2025 $'000
Class:				
Payables[2]	12	Financial liabilities measured at amortised cost	**978**	628
Borrowings	13	Financial liabilities measured at amortised cost	**6,888**	8,949

[1]Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7)
[2]Excludes statutory payables and unearned revenue (i.e. not within scope of AASB 7)

The Commission determines the classification of its financial assets and liabilities after initial recognition and, when allowed and appropriate, re-evaluates these at each financial year end.

b) Financial risks

(i) CREDIT RISK

Credit risk arises when there is a possibility of the Commission's debtors defaulting on their contractual obligations, resulting in a financial loss to the Commission. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for credit losses or allowance for impairment).

Credit risk arises from the financial assets of the Commission, including cash and receivables. No collateral is held by the Commission. The Commission has not granted any financial guarantees.

Credit risk associated with the Commission's financial assets, other than receivables is managed through the selection of counterparties and establishment of minimum credit rating standards. Authority deposits held with NSW TCorp are guaranteed by the State.

Cash and cash equivalents

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System.

Accounting policy for impairment of trade receivables and other financial assets

Receivables – trade receivables

Collectability of trade receivables is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand.

The Commission applies the AASB 9 *Financial Instruments* simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables. To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

Trade receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, a failure to make contractual payments for a period of greater than 90 days past due date.

The Commission is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. The Commission's debtors are all other government entities either Commonwealth or State. No allowance for credit loss has been made as all amounts are considered to be collectable.

(ii) LIQUIDITY RISK

Liquidity risk is the risk that the Commission will be unable to meet its payment obligations when they fall due. The Commission continuously manages risk through monitoring future cash flows and planning to ensure adequate holdings of liquid assets. The Commission does not have a bank overdraft facility.

During the current year, there were no defaults of loans payable. No assets have been pledged as collateral. The Commission's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

Liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW TPG25-04 *NSW Government Faster Payment Terms Policy* (TPG25-04). For registered small business suppliers, in-scope NSW Government agencies must pay within 5 business days of receiving a correctly rendered invoice, unless an exclusion or policy limit applies. Where payment terms are not otherwise specified, in-scope agencies must still pay registered small business suppliers within 5 business days of receiving a correctly rendered invoice, in line with TPG25-04. For suppliers that are not registered small businesses, payment timeframes are as set out in the contract or relevant procurement arrangements (TPG25-04 does not prescribe a default 30-day term).

The table below summarises the maturity profile of the Commission's financial liabilities, together with the interest rate exposure.

Maturity analysis and interest rate exposure of financial liabilities

$'000

			Interest Rate Exposure			Maturity Dates		
	Weighted average effective int. rate	Nominal amount	Fixed interest rate	Variable interest rate	Non-interest bearing	<1 year	1 - 5 years	> 5 years
Parent - 2026								
Personnel services payable		670			670	670	--	--
Creditors		269			269	269	--	--
Lease liabilities		6,888			6,888	2,246	4,642	--
		7,827			**7,827**	**3,185**	**4,642**	**--**
Parent- 2025								
Personnel services payable		514			514	514	--	--
Creditors		112			112	112	--	--
Lease liabilities		8,949			8,949	2,062	6,887	--
		9,575			9,575	2,688	6,887	--
Consolidated – 2026								
Accrued salaries and wages and on-costs		670			670	670	--	--
Creditors		342			342	342	--	--
Lease liabilities		6,888			6,888	2,246	4,642	--
		7,900			**7,900**	**3,258**	**4,642**	--
Consolidated – 2025								
Accrued salaries and wages and on-costs		514			514	514	--	--
Creditors		140			140	140	--	--
Lease liabilities		8,949			8,949	2,062	6,887	--
		9,603			9,603	2,716	6,887	--

The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities, therefore the amounts disclosed above may not reconcile to the Statement of Financial Position.

(iii) MARKET RISK

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. The Commission's exposure to market risk is primarily through interest rate risk. The Commission has no exposure to foreign currency risk and does not enter into commodity contracts.

(iv) INTEREST RATE RISK

The Commission does not have interest bearing liabilities. The Commission started receiving interest from September 2024 on cash assets held. Overall, there is no material exposure to interest rate risk.

21. RELATED PARTY DISCLOSURES

Compensation for the Commission's key management personnel are as follows:

	Consolidated	
	2026	2025
Short term employee benefits:	$'000	$'000
Salaries	1,624	1,561
Post-employment benefits	140	137
Total remuneration	**1,764**	1,698

Based on Treasury Circular TPG23-16 and AASB 124 *Related Party Disclosures*, the Commission has determined its key management personnel (KMP) consist of: the Chief Commissioner, Commissioner, CEO and Executive Director Operations. These individuals are considered to have authority and responsibility for planning, directing and controlling the activities of the Commission, either individually or collectively. During the year, the Commission did not enter into transactions with key management personnel, their close family members and the members of its controlled entity.

The Commission entered into transactions with other entities that are controlled/jointly controlled/significantly influenced by the NSW Government. These transactions in aggregate are a significant portion of the Commission's rendering of services and receiving of services.

Major transactions with other entities that are controlled/jointly controlled/significantly influenced by NSW Government during 2025–26 were:

	Consolidated	
	2026	2025
	$'000	$'000
NSW Government Property (accommodation at 111 Elizabeth Street, Sydney)	2,487	2,403
	2,487	2,403

Other transactions include:

- Long Service Leave and Defined Benefit Superannuation assumed by the Crown;
- Appropriations (and subsequent adjustments in appropriations);
- Employer contributions paid to the Defined Benefit Superannuation funds; and
- Payments into the Treasury Managed Fund for workers compensation insurance and other insurances.

22. EVENTS AFTER THE REPORTING DATE

No events have occurred between the financial reporting date and the date of these financial statements that require adjustment to, or disclosure in these financial statements.

End of audited financial statements

7. Appendices

This section includes the appendices to the Annual Report.

7

7.1 Appendix 1: Statutory reporting compliance

Section of the LECC Act	Reporting requirement	2025–26 Annual report
Section 139(2)(a)	Description of the types of matters that were referred to the Commission	Chapter 3.1 Assessments
Section 139(2)(b)	Description of the types of matters investigated by the Commission	Chapter 3.2 Investigating serious officer misconduct
Section 139(2)(c)	The total number of matters dealt with by the Commission during the year	Chapter 3.1 Assessments
Section 139(2)(d)	The number of police investigations, Crime Commission investigations and critical incident investigations that were the subject of oversight by the Commission under Parts 7 and 8 during the year	Chapter 3.1 Oversight; Critical incidents
Section 139(2)(e)	The number of matters that were investigated by the Commission under Part 6 during the year	Chapter 3.2 Investigating serious officer misconduct
Section 139(2)(f)(i)	The time interval between the receipt of each misconduct matter by the Commission and the Commission deciding to investigate the misconduct matter	Chapter 3.2 Investigating serious officer misconduct
Section 139(2)(f)(ii)	The number of misconduct matters commenced to be investigated but not finally dealt with during the year	Chapter 3.2 Investigating serious officer misconduct
Section 139(2)(f)(iii)	The average time taken to deal with misconduct matters and the actual time taken to investigate any matter in respect of which a report is made	Chapter 3.2 Investigating serious officer misconduct
Section 139(2)((f)(iv)	The total number of examinations and private and public examinations conducted during the year	Chapter 3.2 Investigating serious officer misconduct
Section 139(2)(f)(v)	The number of days spent during the year in conducting public examinations	Appendix 2 Statistical data on exercise of powers
Section 139(2)(f)(vi)	The time interval between the completion of each public examination conducted during the year and the furnishing of a report on the matter	Chapter 3.2 Investigating serious officer misconduct
Section 139(2)(g)	An evaluation of the response of the Commissioner of Police, relevant members of the Police Service Senior Executive Service and other relevant authorities to the findings and recommendations of the Commission	Chapter 3.2 Investigating serious officer misconduct

Section of the LECC Act	Reporting requirement	2025–26 Annual report
Section 139(2)(h)	An evaluation of the response of the Crime Commissioner, relevant members of the Crime Commission Senior Executive Service and other relevant authorities to the findings and recommendations of the Commission	Chapter 3.1 NSW Crime Commission
Section 139(2)(i)	Any recommendations for changes in the laws of the State, or for administrative action, that the Commission considers should be made as a result of the exercise of its functions	Chapter 3.3 Legal matters
Section 139(2)(j)	The general nature and extent of any information furnished under this Act by the Commission during the year to a law enforcement agency	Chapter 3.2 Investigating serious officer misconduct
Section 139(2)(k)	The extent to which its investigations have resulted in prosecutions or disciplinary action in that year	Chapter 3.3 Legal matters Appendix 3 Prosecutions in 2025–26 arising from Commission investigations
Section 139(2)(l)	The number of search warrants issued by authorised justices and the Commissioner respectively under this Act in that year	Appendix 2 Statistical data on exercise of powers
Section 139(2)(m)	A description of its activities during that year in relation to the exercise of its functions under ss 27 and 32	Chapter 3.1 Oversight; Critical incidents Chapter 3.4 Prevention Chapter 3.5 Community and Stakeholder Engagement
Section 139(3)	Any such information that relates to investigations or other matters involving Crime Commission officers must be kept separate from other matters in the report	Chapter 3.1 NSW Crime Commission
Section 139(5)	The financial report for the year to which the annual report relates is to set out the separate cost of the operations of the Commission under each of Parts 6, 7, and 8	Chapter 3.6 Management and activities Chapter 6 Financial performance

7.2 Appendix 2: Statistical data on exercise of powers

The following table indicates the frequency with which the Commission exercised its various powers under the LECC Act in 2025–26.

Powers and functions	2025–26
Under the LECC Act	
Section 24 – Establishment of task forces within the State	0
Section 54 – Requiring public authority or public official to produce a statement of information	94
Section 55 – Requiring a person to attend before an officer of the Commission and produce a specified document or other thing	215
Section 58 – Commission may authorise an officer of the Commission to enter and inspect premises etc	0
Section 63 – Examination days (public)	4
Section 63 – Examination days (102 private examinations conducted)	67
Section 69 – Commissioner may summon a person to appear before the Commission and give evidence or produce documents or other things	92
Section 79(1) – Authorised justice may issue search warrant	8
Section 79(2) – Commissioner may issue a search warrant	0
Section 84 – Number of warrants obtained under the *Surveillance Devices Act 2007 (NSW)*	10
Section 99(3) – Requirement for the NSW Police Force to investigate a misconduct matter	12
Section 102 – Commission request for information relating to a misconduct matter (total from Assessments and Oversight)	574
Section 103 – Commission request for information concerning the timely investigation of misconduct matter	0
Section 104 – Commission may request further investigation of misconduct matter	10
Section 105 – Commission may request a review of the decision on action to be taken as a result of the misconduct matter	10
Section 132 – Reports on examinations	7
Section 134 – Commission may report on Commissioner of Police's or Crime Commissioner's decision on Commission's request	1
Section 135 – Report following Commission's investigation of misconduct matter relating to police	8
Section 138 – Special reports of Commission	2

Powers and functions	2025–26
Under the *Police Act 1990* (NSW)	
Section 131(4) – Commissioner of Police is to take into account any misconduct matters management guidelines or recommendation of the Commission in deciding how to investigate or deal with the misconduct matter	155
Under the *Law Enforcement (Controlled Operations) Act 1997* (NSW)	
Section 6 – Applications granted by the Commission for authority to conduct controlled operations	2
Under the *Law Enforcement and National Security (Assumed Identities) Act 2010* (NSW)	
Section 6 – Approval granted by the Commissioner for acquisition and use of an assumed identity	3
Section 9 – Applications granted for variation of assumed identity	3
Section 9 – Applications granted for cancellations of assumed identity	14
Under the *Telecommunications (Interception and Access) Act 1979* (Cth)	
Section 46 – Warrants used for the interception of communications	32
Section 116 – Warrants issued for access to stored communications	0
Under the *Surveillance Devices Act 2004* (Cth)	
Number of warrants obtained	4
Under the *Surveillance Devices Act 2007* (Cth)	
Number of surveillance device warrants obtained	10

7.3 Appendix 3: Prosecutions in 2025–26 arising from Commission investigations

There were no prosecutions in 2025–26 arising from Commission investigations.

7.4 Appendix 4: Statistical data on GIPA applications

Table A: Number of applications by type of applicant and outcome[1]

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not-for-profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (by legal representative)	0	0	6	0	0	0	0	0
Members of the public (other)	0	0	0	2	1	0	0	0

1 More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn
Personal information applications[2]	0	0	4	2	0	0	0	0
Access applications (other than personal information applications)	0	0	3	0	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

Table C: Invalid applications

	Number of applications
Application does not comply with formal requirements (s 41 of the Act)	0
Application is for excluded information of the agency (s 43 of the Act)	7
Application contravenes restraint order (s 110 of the Act)	0
Total number of invalid applications received	7
Invalid applications that subsequently became valid applications	0

2 A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the GIPA Act) about the applicant (the applicant being an individual).

Table D: Conclusive presumption of overriding public interest against disclosure – matters listed in Schedule 1 of the GIPA Act

	Number of times consideration used[3]
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	7
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Privilege generally – Sch 1(5A)	0
Information provided to High-Risk Offenders Assessment Committee	0

Table E: Other public interest considerations against disclosure – matters listed in table to s 14 of the GIPA Act

	Number of times consideration used
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy, and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	8
Decided after 35 days (by agreement with applicant)	0
Not decided within time	1

3 More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld
Internal review	0	1
Review by Information Commissioner[4]	0	1 decision pending
Internal review following recommendation under section 93 of Act	0	0
Review by NSW Civil and Administrative Tribunal	0	0
Total	0	2

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	1
Applications by persons to whom information the subject of access application relates (see s 54 of the GIPA Act)	1

Table I: Applications transferred to other agencies

	Number of applications
Agency-initiated transfers	0
Applicant-initiated transfers	0

Table J: Requests for Consultation under s 54A of the GIPA Act

	Number of requests
Request for Consultation	46

4 The Information Commissioner does not have the authority to vary decisions but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

7.5 Appendix 5: Commission publications in 2025–26

Publication title	Publication type	Date published
Operation Almas – Final Report	Section 132 – Report to Parliament	16 June 2026
Review of NSW Police Force investigations of police officers involved in domestic and family violence incidents	n/a	23 April 2026
Operation Askern	Section 132 – Report to Parliament	10 April 2026
Operation Maddington	Section 132 – Report to Parliament	2 February 2026
Operation Somnus	Section 132 – Report to Parliament	17 December 2025
Operation Bendoc	Section 132 – Report to Parliament	17 November 2025
Review of NSW Police Force responses to failed prosecutions that include adverse comments made by judicial officers	n/a	17 October 2025
Operation Feronia	Section 132 – Report to Parliament	3 September 2025
Operation Dartmoor	Section 132 – Report to Parliament	8 August 2025
Work Health and Safety Policy	Corporate and Governance	18 August 2025
Gifts and Benefits Policy	Corporate and Governance	18 August 2025
Data Breach Policy	Corporate and Governance	18 August 2025
Code of Ethics and Conduct	Corporate and Governance	18 August 2025
LECC Employees Prior Employment Restrictions Policy	Corporate and Governance	18 August 2025

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