LECC
Law Enforcement
Conduct Commission

Annual Report 2024–25

LECC
Law Enforcement
Conduct Commission

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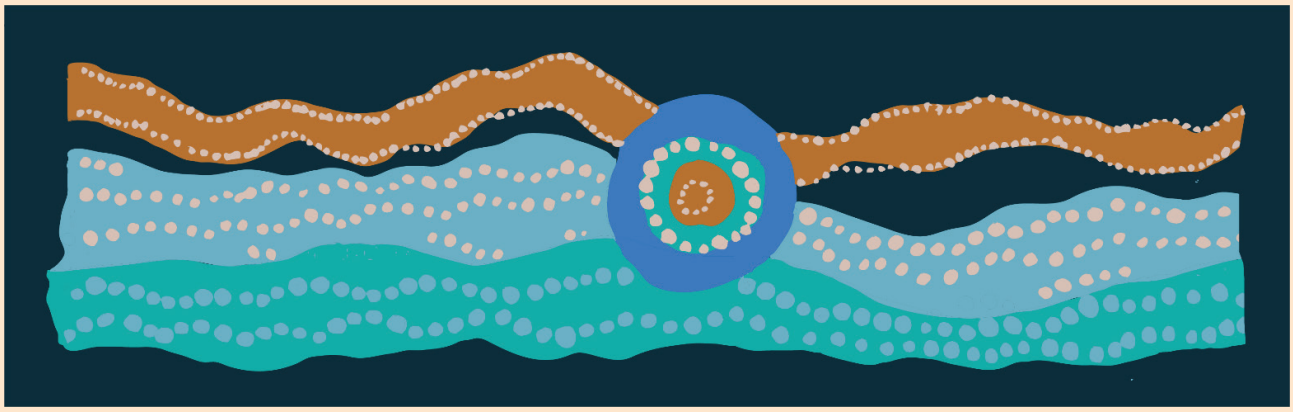
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Acknowledgement of Country



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 design since 2021.

The artwork tells the story of clan people's journey to a camping place on sun-bleached sands along weathered shores. Food is prepared and stories are shared around the fire near their shell middens.

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

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

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30 October 2025

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

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 2025.

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

In this financial year, the Law Enforcement Conduct Commission (the Commission) passed the half-way point of its 2023–2026 Strategic Plan. We are well placed to meet our goals.

Systemic Change

In the last 12 months our strategic intelligence analysts have been working across the Commission. Their advice has informed the executive of emerging issues, supported the monitoring review team with insights on complaint types and provided local background to the engagement team.

The Commission's public reports have also identified opportunities for systemic changes by the NSW Police Force. The March 2025 Body Worn Video (BWV) Report recommended changes to the NSW Police Force Standard Operating Procedures to require police to activate their BWV when they are likely to use police powers. The April 2025 Bail Compliance Checks Report recommended that police seek a court order under the *Bail Act 2013* (NSW), rather than rely on a vague and terminable common law right.

In a hierarchical organisation, the integrity of senior officers has a systemic impact. A number of the Commission's investigations related to the conduct of senior NSW police officers.

Other systemic investigations include Operation Dartmoor, which involved a police officer selling gold bullion to fund his gambling. The Commission recommended guidelines to safely support police employees with gambling problems. We have continued our investigations into the treatment of people in police custody, with 2 investigations (Operations Pamir and Eacham) highlighting the vulnerabilities of First Nations people with mental health or cognitive impairments. The Commission has an ongoing investigation, Operation Minho, which is considering the legality of the way in which police carry out forensic procedures.

Demonstrating our value

If the public do not know and trust us, they will not bring their concerns to us. To lift our public profile, the Commission has been attending weekly engagement events, many focussed on First Nations communities. Our website is now accessible in multiple languages. We have published a new recommendations database, which allows the public to find our recommendations to law enforcement agencies and track the response of those agencies.

Connecting through culture

The Commission is most effective when it leverages its oversight, investigation and prevention functions. To do so, staff must feel valued, respected and connected. This year, we took the courageous step of acknowledging that there was some work to be done on the Commission culture and facilitated a culture uplift program involving all staff.

Busier than ever

Our business as usual has been busier than usual. In the past financial year, the Commission had a 27.5% increase in the number of complaints we assessed. Of those, 2,962 complaints were made directly to the Commission (up 35% from 2,192) and 3,459 complaints were made to the NSW Police Force (up 21.7% from 2,842). We have monitored 42 new critical incident investigations.

Our assessment and review functions continue to allow us to influence the outcome of investigations by police. In more than 20 cases, the Commission's oversight resulted in the police making different findings.

Legislative impediments

Too much time was spent this year debating the scope of the Commission's powers under the *Law Enforcement Conduct Commission Act 2016* (NSW). We prefer to work collaboratively with the NSW Police Force towards our mutual goal of ensuring that NSW law enforcement agencies are agencies of integrity and trusted by the public. The Commission has recommended some simple legislative changes, to streamline the efficacy of its work.

Trust and public confidence

The community of NSW wants law enforcement agencies that they trust to act with integrity. This goal is shared by the Commission, as well as staff and leaders of the NSW Police Force and the NSW Crime Commission. For the Commission, that means lifting our community profile to be recognised and trusted by the public as an effective law enforcement oversight body. We also aspire to have the trust of police and Crime Commission staff as an agency working towards a shared goal of integrity in law enforcement.

Thanks

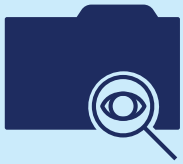
Our staff are the reason for our success. They are dedicated and resourceful and we thank them for their continuing hard work.

The Hon Peter Johnson SC
Chief Commissioner

Anina Johnson
Commissioner



2024–25 at a glance



6,422

Assessments completed



2,411

Investigations oversighted



140

Critical incidents monitored



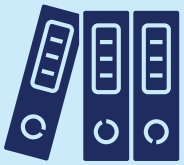
58

Investigations conducted



34

Examination days



8

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.

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Recommendations for legislative change

One of the items that the Law Enforcement Conduct Commission (the Commission) can include in its Annual Report is recommendations for changes to the laws of the State as a result of the exercise of the Commission's functions.[1]

The Commission's powers in the *Law Enforcement Conduct Commission Act 2016* (NSW) (LECC Act) are a complicated patchwork of restrictions, which leads to unnecessary debate about access to information and delay in the Commission's work. These are just some examples of the problems that the Commission has encountered:[2]

1. Under s 27 of the LECC Act, the Commission has the function of providing advice to law enforcement agencies on preventing misconduct or maladministration. The following issues arise:

    a. There is no obligation on law enforcement agencies to provide the Commission with information under s 27 of the LECC Act. The Commission can only request the information and hope that the law enforcement agency cooperates.

    b. The effect of s 27(7) of the LECC Act is that if information is provided, the law enforcement agency is required to de-identify that information. This is time consuming for the agency and impacts the Commission's research.

    The Commission recommends a statutory power to obtain information under s 27 and that s 27(7) be repealed.

2. When oversighting a law enforcement agency's response to complaints, monitoring critical incident investigations or when conducting its own investigations, the Commission has had difficulty obtaining information:

    a. There has been resistance to providing information under s 114(3)(d) of the LECC Act on the basis that the police officer conducting the critical incident investigation had not reviewed the relevant document, so it did not need to be produced to the Commission.

    b. Legal advice is relied on as the reason for not progressing a misconduct investigation, but the Commission has no statutory right to access that legal advice under Part 7 of the LECC Act.

    c. Notices issued under s 55 of the LECC Act are resisted by the agency on the basis that the agency is entitled to determine if the requested information is within the scope of a specified investigation. This causes delays, leads to arguments about the validity of the Commission's request and can result in the disclosure of the scope of the investigation when secrecy is essential.

In contrast to the complicated legislative provisions that apply to the Commission, the Commission's own oversight body – the Inspector of the Law Enforcement Conduct Commission - has a simple but powerful right to access Commission information under 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.

The Commission recommends that the LECC Act should be amended so that the Commission's right of access to information held by law enforcement agencies is in the same terms as s 124(2).

The Parliamentary Committee on the Ombudsman, the Law Enforcement Conduct Commission and the Crime Commission supports the need for legislative change.[3] 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.

1 *Law Enforcement Conduct Commission Act 2016* (NSW) s 139(2)(i).

2 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.

3 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.

1.1 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 the 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 which are not investigated by the Commission are referred to the police or the 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 chapter 3.1 of 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 chapter 3.3 of 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 chapter 3.3 of 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 multi-disciplinary teams drawn from the Investigations and Intelligence Units in the Commission's Integrity Division, and 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 3.6 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.

1.2 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 NSW Crime Commission.

We are a permanent independent investigative commission that provides oversight of the NSW Police Force and 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) and the *Public Interest Disclosures Act 2022* (NSW) 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 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.

1.3 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

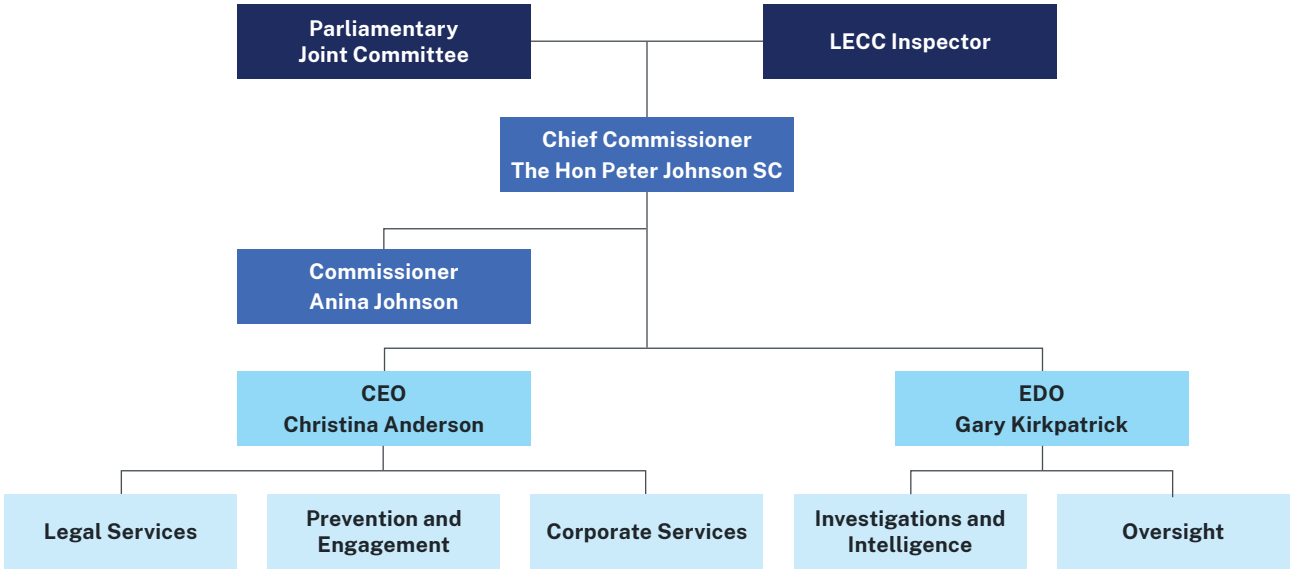
The Commission's structure consists of a Chief Commissioner and Commissioner appointed by the Governor, a CEO, and an Executive Director Operations.

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 CEO 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 CEO 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, 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, coronial inquests, and inquiries under s 475 of the *Crimes Act 1900* (NSW).

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 Independent Commission Against Corruption (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 Masters (Research) in 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 CEO 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 Environment.

As CEO, 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 then later the Director Operations within the Police Integrity Commission.

At the commencement of the Law Enforcement Conduct Commission, he 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.

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2.1 Strategy overview

On 19 July 2023, the Commission issued its strategic plan for 2023–2026. The plan sets out our aims, how we hope to achieve them and how we will report on the success of our efforts.

The plan recognises the independence of the Commission and the importance of our role in promoting the integrity of law enforcement in 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 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.

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.

The 2023–2026 Strategic Plan recognises our core functions while building and strengthening our capabilities to deliver these functions effectively and efficiently for the State of NSW.

In December 2024, at the halfway point of our strategic plan, we undertook a 'health check' of progress against our key strategic priorities. The health check provided an opportunity to reflect on what we have delivered, plans for future work and a realignment of priorities to ensure they remain current and deliverable.

It also confirmed that we are well placed to deliver on priorities one and 2, and that we need to increase our focus on our third priority connecting through our culture.

2.2 Strategic Plan 2023–2026

Strategic priority 1: Striving for systemic change

Our aim is to build a strategic analytics capability to enable us to proactively address issues affecting law enforcement standards across NSW. We will use data driven analysis to address emerging issues in law enforcement before they result in complaints, leading to improved knowledge, training, and standards.

Throughout the reporting period, the Commission has implemented a strategic intelligence capability, including the employment of 2 full-time strategic intelligence analysts. This function has:

- informed 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
- supported the effective allocation of Commission resources by engaging with and supporting the Oversight division with insights on their operating environment and against specific complaint matters
- enhanced information sharing across Commission business units through both formal and informal processes. Formal processes include a strategic steering committee and working group. Informal channels include collaboration on strategic intelligence papers to support the building of quality relationships, proactive collection of information and provision of effective advice
- assisted operational intelligence to build on strategic insights by conducting projects aimed at identifying targets for investigation before they result in complaints. Throughout the reporting period, these projects have generated 7 proactive investigations for the Commission (5 preliminary investigations and 2 investigations)
- continued development of an AI pilot program. A bespoke implementation is required given the sensitivity of, and security controls applied to, data holdings across the Commission
- built strategic partnerships with other integrity agencies to deliver mutually beneficial outcomes through shared knowledge and resources.

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. By building greater awareness of the role and independence of the Commission, we will increase public trust and recognition.

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

We will achieve this by highlighting the impact of our work through expert reports. Where appropriate, our reports will be produced publicly and be easily accessible to ensure greater awareness and transparency.

We will increase our utilisation of technology and social media to communicate proactively and consistently with the public.

We will proactively engage with core community groups to raise awareness and trust.

During the reporting period, we increased awareness of our work through:

- the development of a public facing recommendations database. The database which is available on our website includes the recommendations we make to the NSW Police Force and NSW Crime Commission together with their response
- the provision of strategic intelligence reports to inform and support the Commission's engagement with community groups and stakeholders
- improved accessibility for visitors to our public website by including key information in multiple languages
- attending many community engagement events including a shared outreach program in northern and western NSW.

Strategic priority 3: Connecting through our culture

Our aim is to build a strong collaborative culture where all teams engage in knowledge and skills sharing, and our people have a feeling that we are one organisation.

We will strengthen our employee experience to ensure all staff feel valued, respected and connected.

During the reporting period, we:

- engaged with staff to review and understand the culture climate
- engaged Bendelta to facilitate a culture uplift program resulting in several staff and leader led initiatives aimed at building and improving culture
- provided team leaders training on having courageous conversations
- held Commission wide events celebrating significant cultural days, and the contribution and skills of our female workforce
- held 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
- drafted our inaugural First Nations Strategy. This Strategy builds on the work already completed through our Reflect Reconciliation Action Plan.

3. Operations and performance

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

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3.2 Investigating serious officer misconduct 32

3.3 Oversight and critical incident monitoring 44

3.4 NSW Crime Commission 63

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3.7 Community and stakeholder engagement 72

3.8 Management and activities 77



3.1 Assessing complaints

In 2024–25 we received 7,607 complaints:



6,421
complaints assessed



12,000+
items of correspondence managed



3,474
phone calls answered



35
directions to investigate under s 99(3)



121
requests issued for information under s 102



71
recommendations created about handling of complaints under s 131(4)

Overview

The Intake and Assessment team's primary function is to assess, manage and review complaints regarding serious misconduct and serious maladministration by officers and employees from the NSW Police Force and the NSW Crime Commission. The Intake and Assessment team assess all complaints made directly to the Commission as well as all complaints of a specified class (known as *notifiable misconduct*) made directly to the NSW Police Force and the NSW Crime Commission.

The Intake and Assessment team decides what action the Commission should take. This might include recommending an investigation by the Commission or referring the complaint to the NSW Police Force or the NSW Crime Commission. The team also reviews the NSW Police Force and NSW Crime Commission handling of complaints directed to them. The Intake and Assessment team determine whether the Commission is satisfied with the actions taken.

The Intake and Assessment team sits within the Oversight Division of the Commission.

Changes to the Intake and Assessment processing model in 2024–25

In 2024–25, the Commission implemented a significant restructure and revitalisation of its complaint handling model, transforming the way complaints are triaged, assessed and managed. These changes aimed to enhance operational efficiency, increase responsiveness, and ensure consistent and robust decision-making, while aligning with the Commission's strategic goals and values.

Following a comprehensive review of existing processes and consultation with peer agencies through cross jurisdictional forums, the Commission undertook a program of structured change, with several opportunities to improve the effectiveness of its Assessment function identified.

A dedicated Intake team has been established to receive and triage complaints and correspondence in the first instance. This has resulted in faster response times, clearer separation of duties between the Intake and Assessment teams, and improved staff specialisation. The Intake team operates alongside the newly defined Assessment team, which undertakes detailed assessments and reviews for all complaints relating to the NSW Police Force and NSW Crime Commission.

In September 2024, the Commission commenced operating under a Case Categorisation and Prioritisation Model (CCPM). All notifiable complaints are triaged by a senior Commission officer to identify serious, systemic and strategic (SSS) complaints. The SSS complaints are reviewed by the Complaint Action Panel for decision. Those that do not meet the threshold of SSS are directly assessed by the Assessment Team. Since inception of the CCPM, 177 complaints have been triaged as SSS.

There is a legislative preference for the Commission, following assessment, to refer complaints to the NSW Police Force or NSW Crime Commission. This ensures each agency holds responsibility and accountability for managing and investigating misconduct by their officers and employees. In most instances, complaints are referred to the NSW Police Force or the NSW Crime Commission for their management.

Complaints received and assessed by the Intake and Assessment Team

During 2024–25, the Commission received 7,607 complaints. Of these, 4,210 were received from the NSW Police Force and 3,397 were received directly from members of the public or referred from other agencies, including the NSW Crime Commission, Magistrates, Elected Officials and other Public Sector Agencies in NSW and other States and Territories. This also includes Complaints generated by the Commission.

This represents an approximate increase of 48% in complaints received from the last reporting period, and is a significant increase from previous years.

On average, the Intake and Assessment team took 40 days from receipt of a complaint, through to assessment and closure. This is a significant decrease in the time taken to assess a complaint from the same period in the previous year.

The Commission remains committed to improving the complainant experience and timeliness for the public of NSW.

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

	2021–22	2022–23	2023–24	2024–25
Total complaints received	Not reported	Not reported	5,144	7,607
Total complaints assessed	4,301*	4,050*	5,034*	6,421

***Addendum – In 2021–22, 2022–23, and 2023–24 the figure for total complaints assessed included complaints that were re–assessed. This is no longer being reported and the figures have been adjusted for previous years.**

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

	2021–22	2022–23	2023–24	2024–25
Total complaints assessed made direct to the Commission	1,811	1,599	2,192	2,962
Total complaints assessed from NSWPF	2,490	2,451	2,842	3,459

*** Addendum – In 2021–22, 2022–23, and 2023–24 the figure for total complaints assessed included complaints that were re-assessed. This is no longer being reported and the figures have been adjusted for previous years.**

Since commencement of the Intake team in September 2024, the team members have been responsible for the seamless transition of complaints from intake to triage, and then assessment. The team plays a vital role within the Commission. The Intake team handle all initial complaints, phone calls, including calls from people in a correctional facility, email and postal enquiries as well as additional correspondence relating to existing complaints.

Table 3: Intake team matters received

	2024–25
Total items of correspondence received since September 2024	12,017
Total phone calls received from complainants	3,474

Mandatory reporting

Section 33 of the LECC Act requires public officials to report any concern they suspect on reasonable grounds is an act of serious misconduct or serious maladministration within the NSW Police Force. This includes officials from the NSW Ombudsman, the Independent Commission Against Corruption Commissioner, and the Commissioner of the NSW Crime Commission.

Table 4: Reports of misconduct matters by other agencies under s 33 of the LECC Act

	2021–22	2022–23	2023–24	2024–25
NSW Crime Commission	2	5	14	8
Independent Commission Against Corruption	97	80	68	68
Fire and Rescue NSW	1	2	1	0
Office of the Director of Public Prosecutions	0	2	0	0
Office of the Children's Guardian	0	1	0	0
Juvenile Justice	Not reported	Not reported	Not reported	4
Legal Practitioners (not judiciary)	Not reported	Not reported	Not reported	21
Members of judiciary	Not reported	Not reported	Not reported	2
Members of Parliament	Not reported	Not reported	Not reported	27

Notifiable misconduct

The Commission and the NSW Police Force have an agreement and guidelines under s 14 of the LECC Act. The s 14 Guidelines indicate categories of complaints required to be notified to the Commission. The Commission primarily focuses its oversight functions on the 'notifiable' complaints. The guidelines are published on the Commission's website.

The types of misconduct most frequently notified to the Commission include allegations of:

- failure to investigate
- failing to comply with the *Law Enforcement (Powers and Responsibilities) Act 2002* (NSW)
- unreasonable use of force
- comments by a judicial officer critical of the conduct of a police prosecution, the adequacy of the investigation, or the integrity of a police officer
- unauthorised release of confidential police information or unauthorised or improper disclosure of information
- misconduct that is identified or arises as a result of a critical incident investigation.

Requests for information

The Commission routinely reviews video footage to decide whether we are satisfied with the NSW Police Force's handling of a complaint. This review is conducted under s 99 of the LECC Act.

However, the Commission does not have direct electronic access to some material that the NSW Police Force uses to assess misconduct allegations, including body-worn video (BWV), in-car video, and other electronic media.

The Commission can request information from the NSW Police Force under s 41(1) or s 102 of the LECC Act. Under s 41(1) of the LECC Act, the Commission may only request information, whereas s 102 of the LECC Act states that the NSW Police Force must provide the requested information.

The use of s 102 of the LECC Act has proven to be the most effective mechanism for the Intake and Assessment team to obtain information from the NSW Police Force.

In September 2023, the Commission and the NSW Police Force agreed on a new process to proactively provide electronic material, including BWV footage, to the Commission without the need to make individual requests. The material is now provided to the Commission for all notifiable misconduct matters shortly after it is used by the NSW Police Force to make a decision on the complaint received. This process has expedited the Commission's ability to finalise matters and reduced the number of s 102 notices issued to the NSW Police Force.

Table 5: Requests for information under s 41 of the LECC Act

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

Table 6: Requests for information (at assessment)[4] under s 102 of the LECC Act

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

Disagreement with the NSW Police Force's decision to decline to investigate a complaint

Under s 99 of the LECC Act, the Commission must review the NSW Police Force's handling of notifiable misconduct and its decision to investigate (or decline to investigate) the complaint. Following review, we tell police whether we are satisfied with their decision.

If we are not satisfied with the NSW Police Force's decision to decline to investigate a complaint, we can require the NSW Police Force to investigate the misconduct matter under s 99(3) of the LECC Act.

In 2024–25, the Commission issued 35 notices to the NSW Police Force under s 99(3) requiring the NSW Police Force to investigate a complaint.

Table 7: Disagree with the decision to deal with misconduct matter under s 99(3) of the LECC Act

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

4 The Misconduct Review and Monitoring team reports separately on requests it makes under s 102 of the LECC Act.

Recommendations

The Commission can make recommendations to the NSW Police Force about how to investigate or deal with a misconduct complaint. These recommendations are made under s 131(4) of the *Police Act 1990* (NSW) (Police Act). While the NSW Police Force is not required to accept the recommendations, they are required to take those recommendations into account.[5]

The Commission's recommendations to the NSW Police Force can include that additional complaint allegations be triaged, that a complaint be handled by the Professional Standards Command, or that a complaint be investigated at a higher investigative level, such as an evidence-based investigation.

In 2024–25, the Commission issued 71 notices to the NSW Police Force pursuant to s 131(4) of the Police Act.

Table 8: Recommendation by the LECC regarding how to investigate or deal with the misconduct matter

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

5 *Police Act 1990* (NSW) s 131(4).

Case studies

Case study 1

In April 2024, a NSW Police Force officer (the subject officer) obtained a statement from a victim, who alleged domestic violence (DV) perpetrated by their partner. The Assessment Officer identified that the subject officer failed to adequately investigate the DV or proceed with an Apprehended Domestic Violence Order or criminal charges. In fact, a senior police officer decided the event did not involve DV.

The Commission, under s 131(4) of the Police Act, recommended the NSW Police Force consider the allegation of 'Fail to investigate domestic violence', update the Computerised Operational Policing System (COPS) event to a DV matter, create a new DV COPS event, and encourage staff to seek advice and guidance from the DV team within the Command if they needed assistance.

The Commission also required the NSW Police Force to investigate, under to s 99(3) of the LECC Act, an allegation of 'Unprofessional behaviour'.

As a result, the NSW Police Force accepted the Commission's recommendations, with the complaint being upgraded to a resolution investigation. Police made a sustained finding of misconduct for the subject officer's failure to investigate. Advice and guidance, in the form of counselling, was provided to the subject officer to educate them about what is required when investigating an allegation of DV.

Case study 2

In December 2024, a complaint to the Commission alleged that the NSW Police Force failed to investigate an assault. The complainant said they had gone to a neighbour's home to discuss issues regarding the neighbour's cat. Shortly after this the neighbour attended the complainant's house and assaulted the complainant. The complainant and their neighbours engaged in a dangerous argument which involved a knife and a chainsaw. The Commission referred the complainant's matter to the NSW Police Force as a notifiable complaint. However, the police declined to investigate the failure to investigate the reported assault by the neighbour.

The Commission, under s 99(3) of the LECC Act, required the NSW Police Force to investigate. The NSW Police Force then referred the matter for a resolution investigation. A sustained misconduct finding was made against one subject officer.

Case study 3

In June 2025, the Commission assessed a complaint made to the NSW Police Force regarding an officer who engaged in inappropriate contact with a victim of DV. The subject officer was the officer in charge of the DV investigation.

Due to the subject officer's repeated misconduct, the Commission made a recommendation under s 131(4) of the Police Act that the NSW Police Force consider an allegation of 'Unreasonable/ unprofessional behaviour' and that the NSW Police Force conduct an evidenced-based investigation.

The NSW Police Force agreed with the Commission's recommendations. The NSW Police Force is currently investigating the matter, which includes allegations which may be of a systemic nature. The Commission is monitoring the NSW Police Force's investigation under s 101 of the LECC Act.

Case study 4

In January 2025, a complainant contacted the Commission after they were involved in a road rage incident where the offender was a current serving NSW police officer.

The officer then accused the complainant of driving dangerously. The officer involved in the incident then investigated the matter, despite the conflict of interest.

The Commission referred the complaint to the NSW Police Force. The NSW Police Force declined to investigate stating there was no misconduct but recommended the traffic incident be reallocated to another officer.

The Commission took the view that the officer, having been employed by the NSW Police Force since the mid 1990's, ought to have been aware that they should have reported the incident to a senior officer and ensured another officer conducted the traffic investigation.

As a result, the Commission required the NSW Police Force to investigate pursuant to s 99(3) of the LECC Act. The NSW Police Force agreed to investigate.

3.2 Investigating serious officer misconduct

In 2024–25, we conducted 70 preliminary enquiries and investigations



37

full investigations conducted



21

preliminary Investigations conducted



12

preliminary Enquiries conducted



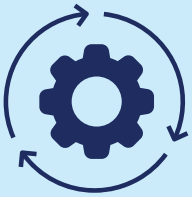
48

private examinations held



35

matters completed



35

matters ongoing



4

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 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 enquiries 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 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, we 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.[6]

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 2024–25, the Commission conducted 48 private examinations and no public examinations.

Profile of investigations during 2024–25

During 2024–25, the Commission undertook 12 preliminary enquiries and 58 investigations, comprising 37 full investigations and 21 preliminary investigations. Of these, 35 matters were completed and 35 were ongoing at 30 June 2025.

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.

6 *Law Enforcement Conduct Commission Act 2016* (NSW) s 146.

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

Table 9: Profile of 2024–25 investigations (INV), preliminary investigations (PI) and preliminary enquiries (PE)

Allegation	INV	PI	PE
Administration – Fail to create records	2	1	0
Assault (On / Off Duty) – Actual bodily harm	2	1	0
Assault (On / Off Duty) – Common	2	0	0
Bribery	1	0	0
Common Law	0	1	0
Corruption – Misuse of authority	13	3	2
Corruption – Protection of person involved in criminal activity	4	1	2
Custody – Fail to meet requirements for vulnerable persons	3	0	0
Custody – Fail to provide medical treatment	2	0	0
Custody – Improper treatment / failure to provide necessities	1	0	0
Dealing or supply	1	0	0
Driving offences – Dangerous driving	0	1	0
Driving offences – Drink driving	1	0	0
Driving offences – Negligent driving	0	1	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	4	0	2
Evidence – Tamper with evidence	1	0	0
Evidence – Withhold or suppress evidence	1	0	0
Fabrication of evidence (other than perjury or verballing)	1	0	0
Fail to comply with LEPRA – Arrest	3	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	2	2	1
Fail to comply with policy / procedures – Declarable Associations Policy	6	1	1
Fail to comply with policy / procedures – Other	3	3	1
Fail to keep informed – Fail to contact	1	0	0
Fail to report misconduct	0	1	1
Falsifying – Falsify official records	2	0	0

Allegation	INV	PI	PE
Falsifying – Fraud	1	0	1
Illicit drug use	1	0	0
Improper association	1	0	0
Improper use of discretion	1	0	0
Indictable offence	5	3	1
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	1
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	4	0	0
Neglect of duty	0	0	2
Outcome – Deficient / inadequate investigation – other	2	2	0
Possess – Prescription drug (no prescription)	0	0	1
Possess – Prohibited drug	1	0	0
Process – Fail to investigate – other	1	1	0
Process – Improper interference in an investigation by another police officer	2	0	0
Prosecution – Adverse comment	2	0	0
Prosecution – Fail to charge / prosecute / initiate proceedings	1	0	0
Prosecution – False / improper / malicious proceedings	1	0	0
Service resources – Unauthorised use / misuse of facilities	1	0	0
Service resources – Unauthorised use / misuse of vessel	0	1	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 sexual abuse material	1	0	0
Summary offence	0	1	0
Supply – Prescription drug (no prescription)	0	0	1
Supply – Prohibited drug	0	0	2
Unauthorised / improper disclosure of information – Complaints	1	0	0
Unauthorised / improper disclosure of information – COPS	2	0	0
Unauthorised / improper disclosure of information – Other NSWPF information	5	3	1

Allegation	INV	PI	PE
Unauthorised / unlawful access – For financial gain	1	0	1
Unauthorised / unlawful access – For personal gain / use	1	0	0
Unauthorised / unlawful access – On behalf of another	1	0	1
Unprofessional conduct – Disrespectful behaviour	1	0	0
Unprofessional conduct – Inappropriate behaviour	1	1	0
Unprofessional conduct – Incivility / rudeness	1	0	0
Unprofessional conduct – Inconsiderate / insensitive behaviour	1	0	0
Unreasonable / unprofessional behaviour (not customer service related)	5	1	0
Unreasonable use of force (on duty) – Threaten physical force	0	1	0
Unreasonable use of force (on duty) – Weaponless force	4	2	0
Unreasonable use of force (on duty) – with arms / appointments	3	0	0
Untruthfulness – Other	1	2	0
Use – Prohibited drug	0	1	1

Investigation outcomes

The following tables report on the Commission's investigation outcomes for all investigations finalised during 2024–25.

Table 10: Finalised full investigation outcomes[7]

Investigation outcome	Investigations
Full investigations referred to the Office of the Director of Public Prosecutions for consideration of prosecution action	2
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	10

Table 11: Preliminary investigation outcomes

Preliminary investigation outcome	Preliminary investigations
Preliminary investigations that progressed to become full investigations	6
Matter referred to current full investigation	0
Preliminary investigations that resulted in a dissemination of information to the NSW Police Force	1
Preliminary investigations that resulted in information being disseminated to other law enforcement agencies	1
No further action	12

7 An investigation may have more than one outcome.

Table 12: 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	4
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	10

Table 13: Referrals from ongoing investigations

Operation	Number of Proposed offences	Number of Individuals
Operation Dartmoor	17	1
Operation Bendoc	19	1

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 18 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 14: Time interval between the Commission's receipt of a misconduct matter and decision to investigate

Time interval	Preliminary investigation	Investigation
0–5 days	5	1
6–10 days	4	4
11–15 days	1	1
16–20 days	2	1
21–30 days	0	1
31–60 days	0	1
61+ days	0	2

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. The Commission did not conduct any public examinations during the reporting period.

Table 15: Time taken between the completion of a public examination and the furnishing of a report

Investigation	Number of days
Nil	0

Table 16: Actual time taken to investigate any matter in respect of which a report is made

Investigation	Number of days
Operation Harrisdale	374
Operation Tambre*	976
Operation Pamir	618
Operation Eacham	454
Operation Askern**	299
Operation Talos	928
Operation Woden	1,321

*** The Commission published a private report pursuant to s 135 of the LECC Act on 7 April 2022. A public report pursuant to s 132 of the LECC Act was published on 2 August 2024, following the conclusion of matters before the Court.**

**** The investigation under Operation Askern is ongoing.**

Significant Commission investigations

Operation Pamir

The Commission's investigation under Operation Pamir found that NSW Police Force officers engaged in serious misconduct in dealing with a vulnerable person in custody in May 2020.

One of the 3 officers attracted a finding of serious misconduct for putting false information to the 29-year-old Aboriginal man in custody during his interview, as well as inaccurate information in his statement.

The Commission also made a determination of serious misconduct against another officer after he interviewed the man even though he had been informed by the man's legal representative that the man did not wish to be interviewed. The Commission found that both interviewing officers ignored the man's requests to suspend an interview so that he could seek further legal advice.

A third officer performing the role of custody manager attracted a serious misconduct finding for failing to protect the man's rights, including his right to silence.

The s 132 report was tabled before Parliament on 18 October 2024 with the recommendation that NSW Police consider taking action against the involved officers under s 173 of the Police Act.

Operation Eacham

Operation Eacham was an investigation into the allegation that the NSW Police Force failed to fulfil their duty of care for an Aboriginal man who sustained serious injuries whilst in police custody. The Commission became aware of this event following a critical incident investigation declaration by the NSW Police Force after the man appeared to have sustained a serious injury while in police custody. That critical incident was later revoked, and the Commission decided to conduct this investigation.

The man self-harmed over several hours in the dock at the police station. The custody manager was responsible for calling an ambulance but failed to do so. Other officers at the station suggested that an ambulance was needed, but the custody manager declined. Despite serious self-inflicted injuries to his head, police drove the man about 90 minutes to a different police station. The man was ultimately taken to hospital by police, where a medical examination determined he was suffering from a brain bleed. The Commission concluded that the custody manager's decisions were driven by unconscious racism. Because the man in custody was an Aboriginal man, the custody manager treated him as if he was deliberately engaging in poor behaviour, rather than seeing the self-harm as a sign of a mental health impairment.

The Commission found that the custody manager engaged in serious misconduct, recommending that at the very least, the officer be subject to reviewable action under s 173 of the Police Act. The Commission published a public report pursuant to s 132 of the LECC Act.

Operation Dartmoor

Operation Dartmoor was an investigation into an allegation that a NSW Police Force officer was involved in money laundering offences, involving the sale of gold bullion in excess of $1,000,000. The Commission utilised a range of specialist capabilities to investigate the matter. The Commission applied for and was granted 2 search warrants. Whilst executing the warrants, the Commission seized gold bullion to the value of $250,000 and several electronic devices. The officer has resigned from the NSW Police Force. The Commission conducted a number of private examinations and published a public report pursuant to s 132 of the LECC Act on 8 August 2025.

In addition, on 30 January 2025, the Commission referred a brief of evidence to the Office of the Director of Public Prosecutions (DPP) under s 28(1)(a)(i) and s 29(1)(c)(i) of the LECC Act. The Commission sought the DPP's advice on whether a prosecution should be initiated against the officer on the charge of larceny (in respect of 12 gold bars), contrary to s 117 of the *Crimes Act 1900* (NSW), and the subsequent disposal of the proceeds from the sale of the bars, which may constitute money laundering offences under the *Criminal Code* (Cth), as well as other offences under the *Anti-Money Laundering and Counter Terrorism Financing Act 2009* (Cth).

The Commission also recommended that the NSW Police Force review its policies and guidelines in relation to gambling by its officers.

Operation Feronia

Operation Feronia was an investigation into allegations that a NSW Police Officer attached to Highway Patrol Division was unlawfully accessing and releasing sensitive information to criminal associates for personal gain. The investigation used statutory powers including the private examinations of the subject officer and a civilian. The Commission engaged with the NSW Police Force Professional Standards Command to assist with our investigation.

The NSW Police Force suspended and charged the officer with numerous offences. The officer was convicted of 9 counts of unlawfully accessing restricted data, and 4 counts of misconduct in public office. In May 2025, the subject officer was sentenced to 3 years imprisonment, to be served as an Intensive Corrections Order, along with completing 400 hours of community service.

The Commission's s 132 report was tabled on 3 September 2025.

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 used statutory powers pursuant to ss 54 and 55 of the LECC Act to obtain information.

On 6 August 2024, the Commission issued a report under s 135 of the LECC Act to the 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 NSW Police Force 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 any false or misleading information had been provided to the Commission.

In addition to seeking further information under s 55 of the LECC Act, the Commission has conducted a number of private examinations of civilian witnesses and NSW Police Force officers and staff.

The Commission is currently drafting a report which will be tabled in Parliament under s 132 of the LECC Act.

Operation Woden

Operation Woden was an investigation into allegations that members of the NSW Police Force engaged in serious misconduct in their handling of a registered human source. The Commission utilised a range of investigation strategies and the statutory powers of the Commission, including private examinations.

The Commission was granted and executed 2 search warrants, seizing material and evidence relevant to the investigation. The investigation reviewed human source management, training, supervision and record keeping.

In March 2025, the Commission issued a private report pursuant to s 135 of the LECC Act to the Minister for Police and Counter-terrorism, and the Commissioner of Police. The Commission did not make any findings of serious misconduct.

The Commission proposes to undertake a broader review of the NSW Police Force's handling of human sources. The findings in this investigation will be considered in that review.

Operation Cadwal

Operation Cadwal was an investigation of allegations that an officer in a specialist command was manufacturing and supplying restricted substances. The Commission executed 2 search warrants, which resulted in the NSW Police Force taking management action and suspending a serving NSW Police Force officer. This officer has since resigned. The Commission used its specialist capabilities during the investigation. The Commission issued a report to the NSW Police Force for its consideration.

Operation Lazurite

Operation Lazurite was an investigation into a number of allegations that senior NSW Police Force officers had failed to adhere to legislative requirements for the appointment of staff and had failed to adhere to policies and procedures during recruitment processes.

The Commission used powers to obtain information under ss 54 and 55 of the LECC Act.

On 21 July 2025, the Commission issued a private report under s 135 of the LECC Act to the Minister for Police and Counter-terrorism, and the Acting Commissioner of Police in relation to the allegations against one senior officer. The report made no findings of misconduct.

Operation Halite

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

The Commission has used powers to obtain information under s 55 of the LECC Act and held private examinations of NSW Police Force staff members. The Commission is currently drafting a report in respect of the matter.

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. The Commission is currently drafting a final report.

Operation Coalville

Operation Coalville is an investigation into releases of confidential NSW Police Force information to a person and others within an Organised Crime Network. The Commission has used its specialist capabilities including private hearings and engaged with the NSW Police Force Professional Standards Command to assist with the investigation. The investigation is ongoing.

Operation Byford

Operation Byford is an investigation into allegations that a NSW Police Force officer provided their official police documentation to a civilian who then falsely claimed to be a police officer. The Commission is investigating whether these documents were used to submit multiple fraudulent loan applications. The Commission was granted and executed a search warrant, seizing material and evidence relating to the investigation. The Commission investigation is ongoing.

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 hearings. The Commission is currently drafting a report which will contain recommendations to the NSW Police Force.

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 a police body worn video camera. 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 is also examining 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 and the Commission is preparing a report to be tabled in Parliament under s 132 of the LECC Act. An advisory brief has also been submitted to the DPP.

Operation Minho

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

The Commission's investigation has focused on the actions of police in:

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 s 48, s 49 and s 20 of the *Crimes (Forensic Procedures) Act 2000*, respectively.

The Commission has utilised its powers to examine a number of police officers involved in the alleged taking of the sample, as well as their supervisors and those engaged in the management of the relevant policies and procedures. The Commission has now expanded its investigation into the taking of DNA from suspected persons, to identify any systemic issues. This has involved a review of the relevant legislation, as well as NSW Police Force policies, procedures, training and practices related to conducting forensic procedures.

The Commission is reviewing a large amount of material relevant to this investigation and intends to conduct further examinations with respect to the authorising and taking of DNA from persons in custody.

Operation Solvig

Operation Solvig is an investigation into an allegation of maladministration in respect of the Integrated Police Operating System Program (IPOS). The Commission has referred this complaint for action to be taken by the Auditor-General. The Auditor-General has accepted the referral. The Commission will conduct its own investigation, informed by the findings of the Auditor-General.

Responses to the Commission's recommendations

Operation Venti

Operation Venti was an investigation into allegations of NSW Police Force officers' use of force against, and unlawful detention of, a young Aboriginal person in the Hunter region. The Commission conducted several private examinations, finding that the officer's throwing of a torch at the young Aboriginal person in the early hours of 21 November 2020 was an unlawful use of force amounting to serious misconduct. The Commission also found that the officer's failure to record this use of force (which caused the injury) amounted to serious misconduct.

The Commission recommended that the NSW Police Force act against the officer under s 181D or s 173 of the Police Act. The Commission also found that there is a powerful case for making the use of BWV mandatory and that there should be disciplinary consequences for officers who do not use BWV in the course of their duties in accordance with the BWV Standard Operating Procedures (SOPs). The Commission tabled a s 132 Report in Parliament on 13 July 2023.

On 29 August 2023, the Commission received a response from the NSW Police Force addressing the recommendations in relation to BWV, use of force and affected persons.

On 13 September 2024, the Commission received further correspondence from the NSW Police Force advising the subject officer was disengaged from the NSW Police Force on medical grounds and a District Commander's Warning Notice would be issued should he return to the workplace. The NSW Police Force response to the Commission's recommendations can be found on the Commission's website.

Operation Potosi

Operation Potosi is an investigation into allegations that a NSW Police Force officer used unreasonable force against a 17-year-old Aboriginal person in November 2020. At the time, the young Aboriginal person was in police custody, and a patient in a Western Sydney Local Health District hospital. Nursing staff at the hospital alleged that they witnessed the officer tackle, repeatedly punch and drag the young person on the hospital floor. Private examinations of witnesses and NSW Police Force staff were conducted.

A s 132 Report was tabled in Parliament on 25 September 2023. The Commission found that the officer's actions amounted to serious misconduct and recommended that the NSW Police Force act against the officer under s 181D or s 173 of the Police Act. In line with our recommendations, the Commission has provided an advisory brief of evidence to the DPP seeking their advice on whether a prosecution should be initiated on 2 charges of common assault under s 61 of the *Crimes Act 1900* (NSW) (Crimes Act).

On 23 January 2025, the DPP determined that while there is a prima facie case in respect of the 2 offences of common assault pursuant to s 61 of the Crimes Act, it cannot be said that there are reasonable prospects of conviction in relation to either charge.

Operation Harrisdale

Operation Harrisdale was an investigation into allegations that senior police were attempting to interfere with the police investigation of a motor vehicle crash involving a senior police officer (Officer AB) in a NSW Police Force motor vehicle. There were also allegations of irregularities in the police response to the insurance claim relating to the motor vehicle crash.

The Commission decided to simultaneously monitor this matter under Part 7 of the LECC Act and investigate it under Part 6 of the LECC Act. The Commission conducted a number of private examinations. Our report to Parliament on 18 July 2024 made 2 findings of serious misconduct against Officer AB. One finding of serious misconduct related to deliberately leaving the scene of a crash in Sydney's NorthConnex to avoid being breath tested. The second serious misconduct finding related to Officer AB being deliberately dishonest in his answers on the insurance claim form for the car he crashed.

The Commission recommended the Commissioner of Police consider taking action to terminate Officer AB's employment under s 181D of the Police Act.

The Commission's report found that Officer AB was treated more leniently in the way in which he was managed by his Commander and in the police review of his driving, and that this favourable treatment led to other police

officers losing confidence in the integrity of the NSW Police Force.

Operation Harrisdale also identified concerns about the practice of NSW Police Force officers automatically deleting work-related electronic messages and raised the question of whether this practice was consistent with statutory regimes dealing with record retention.

The report made a recommendation to the NSW Police Force to amend its insurance forms to place a positive requirement on officers to disclose alcohol use when making an insurance claim and to consider issuing guidance to officers on the use of encrypted applications and the deletion of messages from police issued phones.

The NSW Police Force response to the Commission's recommendations can be found on the Commission's website. Following consideration of Officer AB's conviction for the offence of driving with mid-range prescribed concentration of alcohol and 2 sustained departmental findings for unprofessional behaviour, the Internal Review and Commissioners Advisory Panel recommended the Commissioner of Police consider issuing a show cause notice within s 181D provisions.

Two other recommendations in relation to policy and guidance were accepted in principle and are under development by the NSW Police Force whilst one further recommendation is under consideration pending legal advice.

3.3 Oversight and critical incident monitoring

In 2024–25, we finalised the review of 2,411 NSW Police Force misconduct investigations



20

misconduct investigations monitored



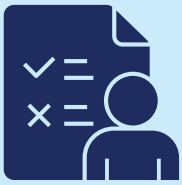
338

requests for information (s 102)



19

requests for further investigation (s 104)



27

requests for review of investigation outcome (s 105)



140

NSW Police Force Critical Incident investigations monitored



64%

of critical incident locations attended

Overview

The LECC Act places primary responsibility on the NSW Police Force and the NSW Crime Commission to investigate allegations of misconduct against their employees. A core function of the Commission is to ensure those misconduct matters are dealt with, and where necessary investigated, in an appropriate manner by the relevant agency.

The Commission's Misconduct Review and Monitoring team reviews the finalised misconduct matter investigations conducted by the NSW Police Force under Part 8A of the Police Act. These reviews ensure that the NSW Police Force conducted those investigations reasonably and satisfactorily, with appropriate outcomes.

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

The team 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 team triages all notifiable misconduct matters to assess their level of risk and priority. This risk assessment determines whether we finalise a matter at triage, conduct a preliminary review, or conduct a full review.

During the reporting period, the Misconduct Review and Monitoring team received 2,449 NSW Police Force misconduct matter investigations for oversight under Part 7 of the LECC Act. The Commission finalised the review of 2,411 misconduct matter investigations during the reporting year, which included matters brought forward from the previous year.

Requests for information

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, or 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. This electronic evidence may have already been provided to the Commission as part of the Assessment phase of the Commission's work. Frequently there is the requirement for further material obtained during the police investigation stage to be requested by the Commission.

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 17: Requests for information (Oversight) under s 102 of the LECC Act

	2021–22	2022–23	2023–24	2024–25
Requests for information (s 102)	142	263	188	338

Section 102 of the LECC Act requires the NSW Police Force or the NSW Crime Commission to provide the information requested. The Commission can withdraw the request if the NSW Police Force or NSW Crime Commission objects and the Commission is satisfied that the grounds of the objection are well-founded.

Misconduct investigations and critical incident 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 18: Matters received

	2021–22	2022–23	2023–24	2024–25
Completed NSW Police Force notifiable misconduct matter investigations received	2,385	2,104	1,926	2,449
Completed NSW Crime Commission notifiable misconduct matter investigations	1	1	1	1
New NSW Police Force critical incident investigations declared and received	36	45	36	42
Total	**2,422**	**2,150**	**1,963**	**2,492**

Table 19: Matters finalised

	2021–22	2022–23	2023–24	2024–25
NSW Police Force notifiable misconduct matter investigations where oversight was finalised by the Commission	2,402	2,129	2,027	1,562
NSW Police Force critical incident investigations where monitoring was finalised by the Commission	22	20	27	24
Total	**2,424**	**2,149**	**2,054**	**1,586**

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, we 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, we 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. The Commission always has the option of taking over any matter that involves serious misconduct and commencing its own investigation under Part 6 of the LECC Act.

Sometimes, we ask the NSW Police Force to conduct a further investigation and it declines. However, it does review the matter to decide whether a further investigation is needed. As a result of that review, the NSW Police Force may then make a different finding on the investigation.

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

Table 20: Requests under ss 104 and 105 of the LECC Act

	2021–22	2022–23	2023–24	2024–25
Section 104 requests issued	10	31	22	19
Total number of reinvestigations following s 104 notices	4	11	8	12
Total number of reinvestigations that resulted in a different finding	2	6	3	6
Total number of declined further investigations that resulted in new or amended findings	1	5	5	0
Section 105 requests issued	3	5	14	27
Total number of different findings following a s 105 notice for review of decision	**0**	**2**	**2**	**15**

Case study 5: Section 105 – request for further investigation (EXT2023–1654)

A complainant disclosed allegations of stalking and DV against a serving NSW Police Force officer as part of an ongoing criminal investigation into similar offending by the officer against other victims. The officer was subsequently convicted of stalking offences in relation to one of the victims.

The complainant submitted a complaint against the investigating officers, alleging they failed to investigate the disclosures of stalking and domestic violence. They also alleged the officers intimidated the complainant and discouraged them from reporting the matter.

The NSW Police Force commenced an evidence based non-criminal investigation into the allegations against the investigating officers. The misconduct investigator recommended that the Command make sustained findings for the allegation of 'Fail to Investigate – Domestic and Family Violence' against both subject officers. However, the Command disagreed with the recommendation and did not sustain the findings.

The Commission conducted a review of the NSW Police Force investigation and determined there was sufficient evidence to prove that despite the investigating officers identifying the complainant as a victim, they failed to conduct an adequate investigation into the disclosures of stalking and DV.

The Commission sent a s 105 notice requesting the Command sustain a finding against the subject officers for 'Fail to Investigate – Domestic and Family Violence'.

The Commander responded to the Commission and advised they would sustain the findings. Police also informed the complainant/victim of the revised outcome.

Case study 6: Section 104 – request for further investigation (EXT2023–4499)

Following the finalisation of a criminal investigation by the NSW Police Force, the Commission issued a s 104 letter which requested 'Unreasonable Use of Force - Weaponless Force', 'Unprofessional Conduct - Inappropriate Behaviour' and 'Fail to Comply with LEPRA – Other' be considered for departmental investigation.

These allegations were requested as the police officer had check drilled a bystander 4 times while their back was against a wall, knocked a young person's phone out of their hand, refused to identify themselves when requested and threatened a young person with arrest without cause to do so.

Following the Commission's request, the NSW Police Force agreed to investigate 'Unreasonable Use of Force - Weaponless Force' and 'Unreasonable/Unprofessional Behaviour (not customer service related), and made sustained findings for both allegations. The NSW Police Force investigating officer advised the involved officer had contravened multiple NSW Police Force policies and was issued management action commensurate with the misconduct exhibited.

Second requests for further investigation

As the NSW Police Force has a decentralised model for dealing with misconduct matters, the Commander for the subject officer makes the decision on investigation outcomes, findings and any management action.

This means that if the Commission considers the first misconduct investigation was deficient and requests a further investigation, that request is also usually dealt with by the same Commander.

If the Commander decides not to further investigate a misconduct matter, the Commission can issue a second request for further investigation under s 104 of the LECC Act. If a s 104 request is made, the Commission will usually ask that the request be considered by a different delegate. Whether this occurs is a decision for the NSW Police Force.

We did not issue any second requests under s 104 of the LECC Act during the reporting period.

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 Counter-terrorism, the Commissioner of Police, and the complainant.

During the reporting period, we provided one draft 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 of the opinion that it is in the public interest to do so. That monitoring provides real-time oversight of misconduct investigations.

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

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

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

As of 30 June 2025, the Commission was actively monitoring 24 NSW Police Force misconduct matter investigations under s 101 of the LECC Act.

Table 21: Status of matters monitored

	2021–22	2022–23	2023–24	2024–25
New monitoring matters commenced during reporting year	20	23	19	17
Total monitored by the Commission during reporting year	31	34	32	37
Finalised monitoring matters during the reporting year	20	21	12	20
On hand monitoring matters as at end of reporting year	11	13	20	24

When monitoring a matter, the Commission encourages the NSW Police Force Command to promptly provide us 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. This process is fairer to the subject officers and the complainants. It should also avoid the need for the Commission to formally request a further investigation under s 104 of the LECC Act.

Case study 7: Monitoring Misconduct Matter Investigation (MIR2024–0195)

Police observed a person exit a store from which they were banned from entering. An officer requested they empty their pockets and ran their hands around the inside of the waistband of the person's shorts and underpants, with nothing found. The officer also searched a bag and located several items believed to be stolen from the store and the person was arrested for stealing. Upon entry into custody, no general search was conducted. Once the person had been transported to Corrective Services, a search of the cell located 2 syringes and other items.

The Commission monitored the misconduct investigation and determined that although a general search of the person occurred at the place of arrest, a further 4 officers interacted with the person as custody manager(s) or during transportation. The Commission agreed with the 'not-sustained' findings against the 4 officers. However, the Commission made a recommendation to sustain findings against the arresting officer for 'inadequate search'.

The Commission agreed that prior to transportation of the person on arrest, the arresting officer did not believe he could lawfully conduct a strip search, given the offence and noting that nothing was found on his person. However, the position changed when the person arrived at the police station and the arresting officer located a number of syringes, conducted a positive drug test, and became aware of information about the person's use of drugs and a bail condition to abstain from drugs and alcohol. In the Commission's view, there was sufficient evidence to satisfy the threshold to strip search the person when they entered custody. The failure presented a danger to the person, police and corrective services officers.

The NSW Police Force declined the Commission's request to sustain findings against the officer. However, as a consequence, the Command adopted measures to ensure officers use metal detection wands on detainees and any items are removed from the person when entering custody.

Referrals to the Integrity Division

The Integrity Division receives referrals from a number of sources, including:

- the CAP, where it decides that a complaint made directly to the Commission should be investigated by the Commission
- the CAP, where it decides that a complaint made to the NSW Police Force or NSW Crime Commission should be investigated by the Commission
- the Oversight Division, where there are concerns about how the NSW Police Force or NSW Crime Commission are investigating a misconduct matter, and the Chief Commissioner decides that the Commission should assume responsibility for the investigation.

The Integrity Division may conduct preliminary enquiries into the referred information or may commence an investigation under Part 6 of the LECC Act.

The Oversight Division can, where it has concerns about how the NSW Police Force or NSW Crime Commission are investigating a misconduct matter, recommend the Commission take over the investigation.

During the reporting period, there was one matter which the Commission decided to investigate itself after the Oversight Division identified issues of concern with the NSW Police Force investigation.

Witness protection

The NSW Police Force administers the Witness Protection program, which is governed by the *Witness Protection Act 1995* (NSW) (Witness Protection Act). The aim of the program is to protect the safety and welfare of significant crown witnesses and others who give information about criminal activities.

The Commission has 3 primary areas of responsibility under the Witness Protection Act. These responsibilities relate to appeals by the witness protection applicant or participant against a decision of the Commissioner of Police relating to:

1. non-inclusion onto the witness protection program
2. suspension from the witness protection program
3. termination from the witness protection program.

During the reporting period, the Commission did not consider any appeals under the Witness Protection Act.

Inspection

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.

During the reporting period, the Commission undertook an on-site inspection of the NSW Crime Commission and a desktop inspection of the NSW Police Force's compliance with NSW Police Force policies, procedures and guidelines relating to the assessment of non-Part 8A matters (Part 8A of the Police Act).

Critical incidents

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 we are 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?

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. It must also be declared to be a critical incident by the Commissioner of Police or delegate. The LECC Act provides guidance about the features of a critical incident. These include incidents where death or serious injury arises:

- from the discharge of a firearm by a police officer
- from the use of force or defensive equipment by a police officer
- from the use of a police vehicle by a police officer
- while in police custody or while attempting to escape police custody
- during any police operation where the injury or death is likely to have resulted from the police operation.

There is no requirement for the Commissioner of Police or delegate to declare an incident that contains these features to be a critical incident. The Commission has no jurisdiction to monitor a police investigation of such an incident unless it is declared a critical incident.

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 is aware of some incidents that seem to have the features of a critical incident but have not been declared as such. On some occasions, the Commission has asked for a copy of the form setting out the Region Commander's reasons why the incident was not declared a critical incident. However, on these occasions the NSW Police Force declined to provide the form or its reasons as there is no legal requirement to do so. This means there is no independent oversight of whether the NSW Police Force decision to declare, or not declare, a critical incident is reasonable or consistent.

Where a critical incident results in the death of a person, the Coroner is required to hold an inquest into the manner and cause of death. In contrast, critical incidents which result in serious injury to a person are not subject to the Coroner's jurisdiction.

The Commission has formal arrangements with the NSW Police Force and the NSW State Coroner in relation to monitoring critical incident investigations which are also subject to coronial jurisdiction.

Critical incidents during the reporting period

During 2024–25, the Commission monitored the NSW Police Force investigation of 140 critical incidents. Of these, 42 were newly declared critical incident investigations, with the remainder carried over from the previous reporting period. We finalised monitoring of 34 critical incident investigations during the year, with 106 still ongoing at 30 June 2025.

During 2024–25, the NSW Police Force revoked declarations of 9 critical incident investigations shortly after declaration. When the NSW Police Force revoke 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, 6 investigations were ceased by the NSW Police Force on the basis that the injuries were less serious than first considered and 2 on the basis of evidence which suggested there was no connection between the actions of police and the outcome of the incident. In one investigation, the reasons for revocation were not clear and the NSW Police Force declined to provide any further clarification. Considering the NSW Police Force response, the Commission was unable to be satisfied that the discretion used to revoke the decision was exercised reasonably.

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 9 investigations as required under the LECC Act, the Commission will provide advice of any concerns identified in the course of its initial monitoring of the investigation to the NSW Police Force.

Table 22: Critical incidents declared by the NSW Police Force

	2021–22	2022–23	2023–24	2024–25
Declared by the NSW Police Force	36	45	36	42
Monitoring commenced by the Commission	36	45	36	42
Attended location	23	34	23	27
Ceased being classified as a critical incident by the NSW Police Force	4	8	6	9
Ceased being monitored by the Commission	Not reported	Not reported	2	1
Finalised investigation by the NSW Police Force	13	10	20	28
Finalised by the Commission	22	10	22	24

Case study 8: Strike Force Aberdeen – Concerns in relation to warnings and custody management of a person with a history of self-harm in police custody, despite a NSW Police Force decision to revoke the critical incident declaration

A person was transferred from a mental health facility into police custody in relation to DV offences. The person was entered into custody, searched and read his rights. The custody manager conducted observations of the person every 30 minutes. The custody manager entered the cell to provide the person a meal, but when he attempted to rouse the person, he noticed the person was unresponsive, and his face had turned purple. The custody manager activated the duress alarm and noted that the person had the cord from his boardshorts around his neck. The cord was removed from the person's neck and first aid was immediately provided. The person was conveyed to hospital and a critical incident declared. Fortunately, within the first 24 hours the person fully recovered, and the NSW Police Force revoked the critical incident declaration.

Although the Commission is compelled to cease monitoring an incident when the NSW Police Force revoke a declaration, the Commission raised concerns and requested further advice in relation to:

- whether a more thorough search of the person should have been undertaken when he came into custody; and
- whether the existing warnings on the COPS system were adequate in light of evidence that the person had a history of self-harming using the same method on 2 prior occasions whilst in police custody.

In response to these concerns, the NSW Police Force clarified and updated the warnings on COPS regarding the custody risks of the person. In relation to the search issue, the NSW Police Force was of the view that the warnings on the COPS system at the time of the incident should also have prompted a more thorough search of the person. Although the NSW Police Force initiated a misconduct allegation, it declined to investigate the misconduct on the basis that the Police District Commander had already directed that all staff in the District undertake further education and training in relation to searching a person in custody.

Of the 42 critical incidents declared in the reporting period, 22 (52%) resulted in a death and 20 (48%) resulted in a serious injury. Most critical incidents arose from the use of a police vehicle (16 or 38%), followed by a police operation (12 or 29%), the discharge of a police firearm (7 or 17%), while a person was in custody (5 or 12%), and then, from the use of defensive equipment (2 or 5%).

Table 23: Features of critical incidents

	2021–22	2022–23	2023–24	2024–25
Death	18	32	20	22
Serious injury	18	13	16	20
Total	**36**	**45**	**36**	**42**

Table 24: Categories of critical incidents (drawn from ss 110 and 111 of the LECC Act)

	2021–22	2022–23	2023–24	2024–25
Death or serious injury arises from a discharge of a firearm	6	12	6	7
Death or serious injury arises from the use of defensive equipment	0	1	1	2

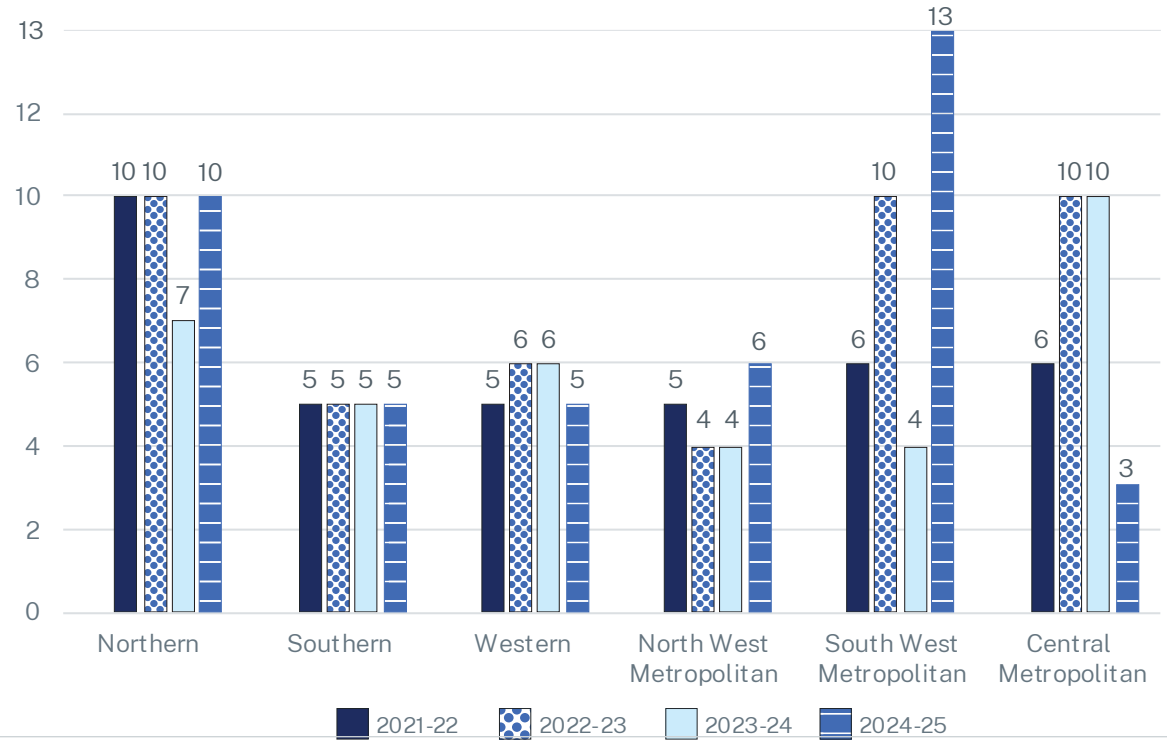
	2021–22	2022–23	2023–24	2024–25
Death or serious injury arises from the application of physical force	3	1	0	0
Death or serious injury arises from the use of a police vehicle	11	10	7	16
Death or serious injury arises while the person is in custody or while escaping or attempting to escape from custody	1	5	2	5
Death or serious injury appears likely to have resulted from any police operation	15	16	20	12
Declared under s 111(b) of the LECC Act – the Commissioner of Police has other grounds for considering it is in the public interest to do so	0	0	0	0
Total	**36**	**45**	**36**	**42**

Other features of critical incidents

Based on the material available to the Commission at the time of reporting, other features of the 42 declared critical incidents in 2024–25 are included below:[8]

- 12 (29%) involved a person suffering a mental health crisis
- 14 (33%) involved Aboriginal or Torres Strait Islander Persons
- 4 (10%) involved a domestic violence incident
- 6 (14%) involved alleged misconduct
- 2 (5%) involved issues with job prioritisation resulting in delayed attendance.

Graph 1: Critical incidents by NSW Police Force Region



8 Multiple features may exist in a single critical incident.

Notification to the Commission

The NSW Police Force is required to notify the Commission immediately after the declaration of a critical incident.

The time taken to notify the Commission of the critical incident declaration has not had a material impact on the Commission's ability to monitor an investigation.

Critical incident investigations

Critical incident investigations are lengthy and often complex investigations. Once declared, critical incidents are investigated by the homicide squad or a criminal investigation team from a police area command or district that is independent from the command in which the incident occurred. In addition, the NSW Police Force Professional Standards Command reviews every 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 either related coronial or criminal proceedings, or both, attached. Some of these criminal proceedings involve the most serious of criminal charges such as murder 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 2024–25. We attended around 64% of critical incident locations.

During its monitoring of critical incident investigations, the Commission will raise questions or potential concerns with the NSW Police Force at an early stage. These are normally dealt with by the NSW Police Force prior to finalisation of the investigation.

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, 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.

Finalisation of critical incident investigations and advice under s 117 of the LECC Act

Under the LECC Act, a critical incident investigation is concluded once the NSW Police Force has completed a report and provided it to the Commission. This will usually not occur until all criminal or coronial proceedings arising out of the critical incident have concluded.

At the conclusion of a NSW Police Force critical incident investigation, the Commission is required, under s 117 of the LECC Act, to notify the NSW Police Force (and Coroner where relevant) either that it considers the investigation to have been fully and properly conducted, or, that it considers an aspect of the investigation was inappropriate.

Any advice under s 117 of the LECC Act can include recommendations to the NSW Police Force. The Commission can also make any advice public. Even where the Commission is satisfied that a critical incident investigation has been fully and properly conducted, it may still make recommendations around future actions by police arising from the investigation.

As of 30 June 2025, there were 19 critical incidents which were being actively investigated by the NSW Police Force, and 62 critical incidents which have been substantially investigated by

the NSW Police Force but require the coronial or criminal court processes to be finalised. There were also 13 critical incidents which have been finalised by the Courts or involved no court proceedings and now require Critical Incident Investigation Reports (CIIRs) to be completed by the NSW Police Force. The range of time since these were finalised by the Courts was between one month and 21 months. The average time since finalisation by the Court was 10 months as of 30 June 2025. The Commission is waiting for the NSW Police Force to produce the CIIRs for these matters so it can finalise its monitoring of them.

Table 25: Status of critical incident investigations monitored by the Commission as of 30 June 2025

Reporting year	Number of Critical Incidents declared	Monitoring of active investigations	Monitoring awaiting court outcome	Monitoring awaiting NSW Police Force CIIR	Time awaiting NSW Police Force CIIR after court process
2018–19	36	0	1	0	-
2019–20	27	0	1	2	3–20 months
2020–21	27	0	5	5	3–20 months
2021–22	26	0	10	6	4–15 months
2022–23	45	0	24	7	1–10 months
2023–24	36	18	12	0	1–30 months
2024–25	42	19	62	13	1–21 months

In the 2024–25 reporting period, the Commission received 28 CIIRs from the NSW Police Force. From the time of the incident, it took between 9 to 56 months, or an average of 2 years and 6 months, for these critical incident investigations to be finalised. It took between 2 and 28 months, and an average of 11 months after court processes were finalised, for police investigators to finalise the CIIR.

In the Commission's report, *Five Years (2017–2022) of Independent Monitoring of NSW Police Force Critical Incident Investigations*, the Commission raised concerns about the timeliness of the NSW Police Force CIIRs, and made recommendations 3, 4, and 6 to address the issues:[9]

- Recommendation 3: The NSW Police Force amend the NSW Police Force Critical Incident Guidelines, to specify that Critical Incident Investigation Reports (including SCII Report, Review Officer Report and Region Report) should be 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. In circumstances where it is not possible for a CIIR to be finalised within set timeframes, the reasons for the delay should be recorded on the e@gle.i case and assessed and managed by the Region Commander responsible for the critical incident investigation.[10]
- Recommendation 4: The NSW Police Force Critical Incident Guidelines instruct officers to complete an interim Critical Incident Investigation Report with recommendations prior to criminal or coronial proceedings, for the consideration of the NSW Police Force Executive.[11]
- Recommendation 6: The NSW Police Force amend the NSW Police Force Critical Incident Guidelines to include robust procedures to notify the Commission within 7 days of ratification that a critical incident investigation has been finalised and provide a copy of the Critical Incident Investigation Report to the Commission. The procedures should indicate the person responsible for instructing the

9 The Commission's report, *Five Years (2017– 2022) of Independent Monitoring of NSW Police Force Critical Incident Investigations*, can be found on our website.

10 Law Enforcement Conduct Commission, *Five Years (2017– 2022) of Independent Monitoring of NSW Police Force Critical Incident Investigations* (Report to Parliament, May 2023) 51.

11 Law Enforcement Conduct Commission, *Five Years (2017– 2022) of Independent Monitoring of NSW Police Force Critical Incident Investigations* (Report to Parliament, May 2023) 53.

SCII to upload the Report and state that the Report should be uploaded as a product, so the document is visible to the Commission.[12]

Although the NSW Police Force agreed to recommendations 3 and 6, the recommendations have not yet been implemented.[13]

We continue to experience delays in the NSW Police Force's provision of final CIIRs to the Commission. This delay impacts our ability to identify issues which have not been fully addressed in the CIIR or make timely recommendations to mitigate future risks. It is in the interests of those directly involved in the critical incident and the public generally that these investigations are finalised without unreasonable delay.

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 CIIR 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 CIIR and provided access to a copy of that report within 7 days of the report being finalised by the NSW Police Force.

The Commission also provided the NSW Police Force with a list of 18 critical incident investigations where court processes had been finalised between one and 29 months ago, and for which the Commission was awaiting a report.

In the 2024–25 reporting period, the Commission provided advice under s 117(1)(b) following a lack of timeliness in 7 of 18 critical incident investigations received from 1 July 2024. The other 6 reports finalised by the Commission in the reporting period were received prior to 1 July 2024 and although all 6 reports were not finalised in a timely manner, the Commission provided advice under s 117(1)(a).

In response to the Commission's concerns about the timeliness of investigations, the NSW Police Force advised that the Professional Standards Command was in the process of reviewing the Critical Incident Guidelines and Critical Incident Database Business rules with a view to resolving the timeliness issues.

12 Law Enforcement Conduct Commission, *Five Years (2017– 2022) of Independent Monitoring of NSW Police Force Critical Incident Investigations* (Report to Parliament, May 2023) 55.

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

Case study 9: Strike Force Cichlid – Failure to adhere to the Critical Incident Guidelines and inform the family of the Commission's involvement and lack of timeliness in finalising the investigation

In September 2020, a young person was driving a motor vehicle with 4 passengers on a main road. Due to the manner of driving and speed, a passing police vehicle travelling in the opposite direction conducted a U-turn with the intention of stopping the vehicle. The vehicle accelerated away and proceeded through a red light colliding with a taxi van containing 6 occupants. As a consequence of the collision, 11 people were injured with one person sustaining serious head injuries. The police vehicle arrived at the accident scene within 10 seconds of the collision, with emergency lights activated.

There were no issues identified in relation to the actions of the police officers during this incident. However, the Commission identified issues with the critical incident investigation.

Firstly, the family was not provided advice that the Commission was monitoring the investigation and/or how to make a complaint about the actions of police as required under s 118 of the LECC Act.

Secondly, the critical incident was not finalised in a timely manner. The CIIR was received 2 years and 9 months after criminal proceedings were concluded. The Commission requested advice as to the reasons for the lack of timeliness. The SCII cited other work priorities as the reason for the delay. The Commission was not satisfied that the delay was reasonable in the circumstances and was concerned that there was evidence that an involved officer subject of the investigation suffered significant stress as a consequence of the delay. The Commission provided advice under s 117(1)(b) of the LECC Act to the NSW Police Force that it considered the above aspects of the investigation to be inappropriate.

Section 113 of the LECC Act

When the Commission receives the NSW Police Force CIIR, we review it to form a view as to whether the investigation has been fully and properly conducted as required under s 117 of the LECC Act. In forming this view, the Commission considers whether the factors in s 113(2) of the LECC Act have been considered and appropriately addressed.

Of the 24 CIIRs finalised in the reporting year, the Commission sought further information and/or made a recommendation in 10 investigations. After considering the NSW Police Force response, the Commission advised that it was satisfied that 17 investigations had been fully and properly investigated.

Table 26: Advice under s 117 of the LECC Act

	2021–22	2022–23	2023–24	2024–25
Advice after finalisation of critical incident investigation that it was fully and properly conducted (s 117(1)(a) of the LECC Act)	12	7	22	17
Advice that an aspect of the critical incident investigation was inappropriate (s 117(1)(b) of the LECC Act)	1	0	0	7

Case study 10: Strike Force Gorder - Recommendations to the NSW Police Force in relation to increasing awareness of geolocating technology to officers working in isolated areas or working alone

Family members called an ambulance after they became concerned about Person A's mental health. When the ambulance arrived, Person A ran away from the location and their family members contacted police to report that Person A was now missing.

The following day, a Police Dog Unit spotted Person A after they ran into traffic on a busy motorway and were struck by a vehicle. Person A was not seriously injured and ran into bushland adjacent to the motorway where the police officer and his police dog began to search. Person A was located by the Police Dog Unit officer and there was a violent struggle between Person A and the officer, causing the officer to call for emergency assistance over their police radio. The police dog bit Person A in defence of its handler, as it is trained to do. Due to the terrain, there was difficulty in locating the officer and this struggle continued for some time until additional police units arrived to assist. This delay was not only deeply traumatic to all parties involved but also resulted in Person A needing a partial amputation of his leg due to the severity of the injuries caused by the dog.

The matter was subsequently dealt with at court, and expert evidence indicated that Person A was acutely psychotic at the time of the incident. The magistrate expressed concerns about the severity of the assault on the officer but dismissed all criminal charges on the grounds Person A was not cognisant of his actions due to his mental health condition. The NSW Police Force investigated this incident and found that the Dog Unit officer acted appropriately, and that the level of force including use of the police dog was appropriate under the circumstances.

The Commission raised concerns in relation to the delay involved in locating the Dog Unit officer and Person A, and requested advice as to the availability of effective geo-locating technology that could be activated quickly and easily to frontline officers, particularly those working in remote locations or operating single crews.

The NSW Police Force listed a number of technological options available to police officers, but the Commission requested clarification as to whether the options were widely known.

In response, the NSW Police Force confirmed that they had sent a memorandum outlining the issues raised by the Commission to the NSW Police Force Health, Safety and Wellbeing Command seeking advice as to action to be undertaken to communicate wider availability of geo-locating options. They also confirmed that a package covering procedures for remote and isolated work would be made readily available to officers.

In light of the NSW Police Force response, the Commission was satisfied with the NSW Police Force investigation into this incident. We will follow up on the NSW Police Force's undertaking to make geo-locating technology widely available to frontline officers with a view to make working practices safer and ensure support can be delivered quickly to where it is needed.

Case study 11: Strike Force Emyde – Follow up of NSW Police Force response to coronial recommendations regarding the availability, use and training of water rescue equipment and action taken in relation to comments by the Court

During a routine vehicle stop, police became aware that a male passenger had breached his bail conditions. Police attempted to arrest the male, but he ran from police and jumped into a river. It was dark, the river was murky, it was high tide, and the waters were known to contain bull sharks.

The male appeared to have difficulty swimming. A senior police officer directed 2 junior police officers to get into the water to assist the male. The 2 officers entered the water, fully clothed and wearing their boots, risking their own lives in an attempt to save the male from drowning. Although the officers attempted to feel around with their hands and feet and dived under the water, they were unable to locate the male who was later found to have drowned.

Following an inquest, the Coroner made recommendations that police review the availability of water rescue equipment and that the NSW Police Force also consider whether further training or policies should be developed in relation to water rescues. In response, police advised that they had acquired additional Angel Ring Lifebuoys for sector stations and already had some training resources for water rescues.

In finalising its oversight of the NSW Police Force Critical Incident Investigation, the Commission wrote to police and sought further details in relation to the:

- location and availability of the water rescue equipment; and
- concerns raised by the Coroner in relation to the direction given by the senior police officer for the junior officers to enter the water given the risk to their lives, the conditions at the time, the risk that a person fleeing police posed to officers and without knowing the officers' swimming ability. The Commission queried whether the NSW Police Force considered it necessary to provide advice or guidance to the senior officer regarding the NSW Police Force expectations on directions to junior officers should a similar situation arise in the future.

Although the Commission was satisfied with the further details provided by NSW Police Force in relation to the availability of water rescue equipment, the Commission remained concerned with the response regarding the senior officer's direction.

The NSW Police Force advised that no advice and guidance would be provided to the senior officer because:

- the senior officer had removed his belt and was prepared to enter the water to rescue the person had the other officers not done so; and
- the Police Act places a legislative responsibility on police to protect life and property which applies in all situations and must be balanced with the danger and risk at present and assessed subjectively by the respective officer.

The Commission remains concerned that the danger and risk to officers was not properly balanced in this instance and provided feedback to that effect to the NSW Police Force and the State Coroner upon finalisation of this matter.

Case study 12: Strike Force Dumbarton – Safe storage of firearms and timeliness of critical incident investigations

During the critical incident investigation, there was evidence that some gun storage areas at a police station did not comply with regulation. Evidence also indicated that concerns had been raised by NSW Police Force employees over several years, but no action had been taken to address the concerns.

When the Commission received the CIIR, it stated only that gun safe arrangements had been changed, and other security added.

Before finalising its oversight of the matter, the Commission requested additional information on new arrangements introduced and compliance with regulations relating to the storage and transport of police firearms.

After some resistance, the NSW Police Force advised that an audit had been conducted on firearms storage areas at the relevant police station and confirmed that all NSW Police Force firearms were currently stored in approved receptacles as required under the *Firearms Act 1996* (NSW).

Based on the further advice provided by the NSW Police Force, the Commission was satisfied that the legal requirements to address systemic, safety and procedural issues arising from the Strike Force Dumbarton critical incident investigation had been met.

The Commission also raised concerns about the Review Officers' level of cooperation with the Commission in its monitoring of the critical incident. The Commander of the Professional Standards Command Investigations Unit took action to address and improve the level of cooperation.

However, the Commission was not satisfied that it took 23 months after court proceedings were finalised for the NSW Police Force to finalise the CIIR and that it did not notify the Commission when the report was finalised and available for review. For these reasons, the Commission provided the NSW Police Force with advice that an aspect of the investigation was inappropriate, pursuant to s 117(1)(b) of the LECC Act.

Misconduct allegations relating to critical incidents

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.

Website content

In 2022–23, we published a table of critical incidents on our website. In 2023–24, we updated this to an interactive dashboard that allows searches by year, police region, critical incident type, and status.

The Commission also published an explanatory video about the function of critical incident monitoring.

The Commission is in the process of enhancing the critical incident data displayed on the website by including information as to the reasons that the Commission was not satisfied with an investigation and to include case studies which outline recommendations made or information sought where appropriate to do so.

3.4 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 assessed 8 misconduct matters involving members of the NSW Crime Commission referred by the NSW Crime Commission under the s 14 Guidelines and 6 misconduct matters involving members of the NSW Police Force referred by the NSW Crime Commission under the s 33 Guidelines.

The Commission reviewed one finalised misconduct matter investigation conducted by the NSW Crime Commission. The NSW Crime Commission proactively provided the Commission with a draft of the investigation report, which facilitated review by the Commission at an early stage and before finalisation. The Commission was satisfied with the investigation and the action taken 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.

As mentioned in chapter 3.3, we conducted an onsite inspection of the NSW Crime Commission. We also reviewed the NSW Crime Commission's:

- policies and procedures which relate to the handling of complaints
- 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
- misconduct management records for complaints received between 1 July 2024 and 30 December 2024.

The Commission considers the NSW Crime Commission operates a satisfactory complaint handling system in compliance with its statutory obligations. The draft inspection report once published will include suggested recommendations for policy and process improvements.

Investigations

During the reporting period, the Commission discontinued 2 preliminary investigations into allegations against NSW Crime Commission staff.

3.5 Legal matters

Overview

This section contains information about important statutory provisions and developments of significance in 2024–25.

Prosecution outcomes

There were no prosecutions initiated or finalised in 2024–25.

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 which 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 2024–25, the Commission disseminated information under s 180(5)(d) of the LECC Act on 8 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 2024–25, we conducted 707 integrity checks on NSW Police Force officers. This represents a 65% increase from the previous reporting period.

Legislative reform

The Commission's concerns about the inadequacies of its own statutory powers have been outlined earlier in this Annual Report.

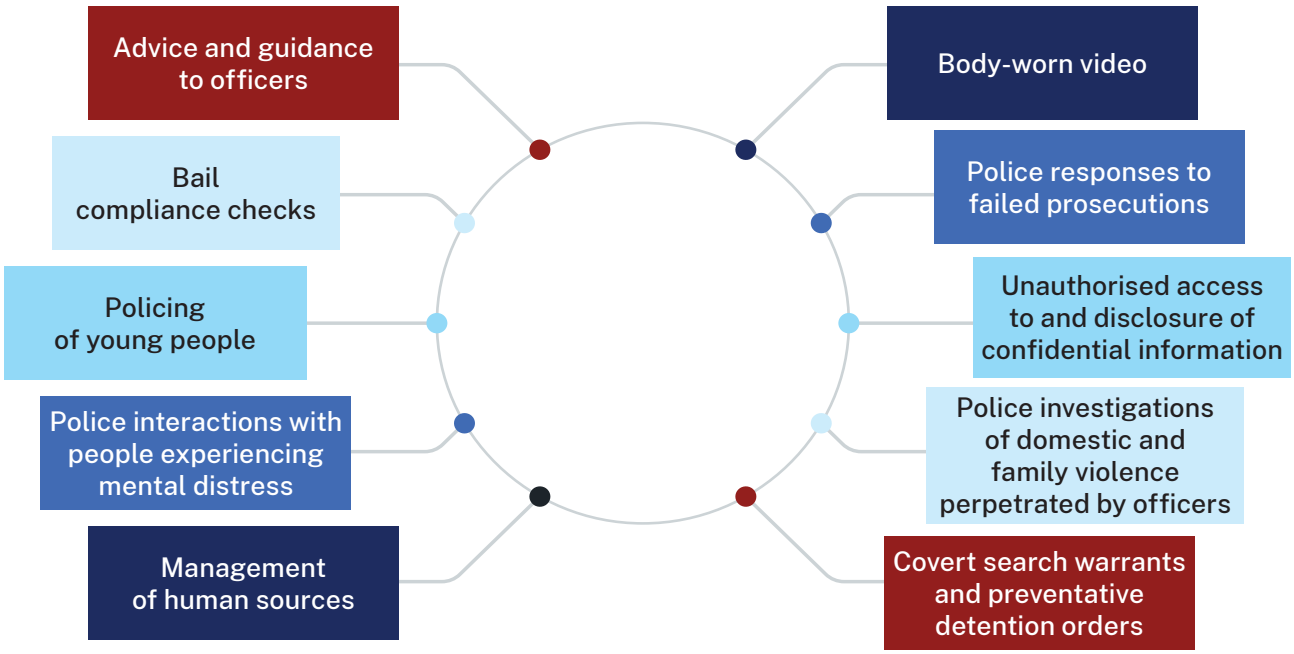
Whilst there were no material legislative reforms, the Commission is in regular contact with the Department of Communities and Justice (DCJ) to discuss legislative changes that may impact the Commission.

The Commission notes the decision in *Gamage v Riashi* [2025] NSWCA 84. The Court of Appeal in that case held that the Independent Commission Against Corruption (ICAC) did not have the power to initiate prosecutions for criminal charges unless they were offences under the *Independent Commission Against Corruption Act 1988* (NSW). Special leave to appeal to the High Court of Australia was refused (*Gamage v Riashi & Ors* [2025] HCADisp 132).

Whilst the decision did not directly relate to the Commission, it may have implications for the Commission given the legislative provisions that were the subject of the decision are very similar to those in the LECC Act.

3.6 Prevention and Engagement

In 2024–25, Prevention and Engagement's work focused on:



Overview

The Prevention and Engagement team undertakes research projects and investigations that focus on systemic misconduct and maladministration issues. Our work primarily focuses on issues relating to the NSW Police Force. It includes looking at conduct or practices that might be unreasonable or unlawful, with a view to assisting the NSW Police Force to address and prevent such misconduct.

In 2024–25, the Commission published 4 public reports on the team's systemic work in relation to the NSW Police Force. These reports concerned the use of 'Advice and Guidance' as a form of management action, body-worn video policies and practices, bail compliance checks, and a legislative review of particular counter-terrorism powers. We also created fact sheets and short videos about our projects to help make our work accessible to diverse audiences.

In addition to these published works, we progressed several existing projects, including our review of police responses to failed prosecutions, and our review of how the NSW Police Force manages unauthorised access and disclosure of confidential information by officers.

In 2024–25, we also started new projects exploring potential systemic issues, including looking at how police interact with people experiencing mental distress, how police investigate domestic and family violence perpetrated by officers, and how the NSW Police Force manages human sources.

We will continue with these projects in 2025–26.

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 NSW Crime Commission.

During the reporting period, we finalised several projects and investigations and commenced or continued work on others.

Advice and Guidance - a common management action

In December 2024, the Commission tabled its *Review of the NSW Police Force's use of Advice and Guidance as a form of management action*. We considered the way the NSW Police Force uses Advice and Guidance as a form of management action to respond to employee misconduct and unsatisfactory performance, and how it fits within the NSW Police Force's Misconduct Management Framework.

Our review looked at legislation, policies and procedures related to management action. We also analysed records related to 403 misconduct allegations which resulted in Advice and Guidance between 1 January 2022 and 30 June 2022. We engaged with the NSW Police Force's Professional Standards Command throughout the project to achieve outcomes that were fit for purpose and impactful.

Our review found that while the NSW Police Force regularly uses Advice and Guidance as a supervisory or managerial response to manage a wide range of issues relating to employee conduct and performance, this form of management action was not included in the relevant legislation or NSW Police Force policies and guidelines. We also found that overall, there was poor record keeping of the Advice and Guidance provided to employees and instances where employees had previously and/or subsequently engaged in similar misconduct.

The NSW Police Force has taken appropriate steps to address the issues we identified in our review, including amending its policies, developing a record keeping form and updating its Misconduct Matters Information System.

The report, fact sheet and video summary are available on our website.

Body-worn video

In March 2025, the Commission published a report on NSW Police Force BWV policy and practice. The report drew on information obtained from the exercise of a range of Commission functions over the past few years, including misconduct reviews, critical incident investigation monitoring and our own investigations of allegations of serious misconduct.

The review noted that instructions to officers around when they ought to activate BWV cameras were unclear, and that this was leading to a practice of some officers not activating their BWV in circumstances where they should have, for example when attending critical incidents. This was resulting in loss of otherwise valuable evidence which could have assisted criminal or coronial investigations.

Our report made 15 recommendations to improve policy and practice, including that the NSW Police Force:

- require police officers to activate BWV when using police powers, or when it is likely that an interaction may lead to the exercise of police powers
- require officers to make records of reasons for not activating BWV or deactivating prematurely, and
- publish easily accessible information about BWV retention times on the public NSW Police Force website, in brochures and at police stations.

Our report, as well as a fact sheet and video summary of our work in relation to BWV, are available on our website.

At the time of writing this annual report, the NSW Police Force had not responded to our recommendations, but it has advised it will take our recommendations into account in its current review of the BWV Standard Operating Procedures.

Bail compliance checks

In April 2025, the Commission tabled the Final Report on the NSW Police Force's use of bail compliance checks. That report was written taking into consideration the submissions that the Commission received in response to our Issues Paper that was tabled in May 2024. We

received a total of 18 submissions from interested parties, responding to the 8 issues that we sought clarity on. The submissions, along with our own analysis of the legislative framework and case law precedent, helped us to consider whether changes to police practice were needed.

In particular, the Final Report explored the way enforcement conditions are used in the bail monitoring process. Enforcement conditions can only be imposed by the Court, upon application from prosecutors. Enforcement conditions can require the bailed person to comply with specified police directions so that police can check the bailed person is complying with the bail condition, for example, appearing at the door when police check bail compliance within specified time periods.

The NSW Police Force commonly relies on the common law principle of implied licence to conduct bail compliance checks in circumstances where no enforcement condition exists. The Final Report concluded that the NSW Police Force's reliance on implied licence in circumstances where curfew and residential checks are conducted on private property creates a parallel scheme, outside of the *Bail Act 2013* (NSW) (Bail Act), for deciding whether enforcement is required and how that ought to be conducted, without any judicial scrutiny.

The Final Report made 3 recommendations. First, that the NSW Police Force seek enforcement conditions from a court under s 30 of the Bail Act in all matters where authority to conduct bail compliance checks on private property is sought. Reliance on the doctrine of implied licence should be discontinued. To give effect to this recommendation, we further recommended that the relevant standard operating procedures be amended to reflect this change. Finally, we recommended that if these 2 recommendations are not accepted by the NSW Police Force, the Attorney General should amend the Bail Act to make clear that authority for police to conduct bail curfew and residential checks on private property should be sought from a court under s 30 of the Bail Act, and that the doctrine of implied licence is abrogated.

Our report along with a fact sheet are available on our website.

Police responses to failed prosecutions

In 2024–25, we completed our review of how the NSW Police Force responds to failed prosecutions that include adverse comments made by judicial officers. Failed prosecutions can carry risks if caused by police error, including defendants escaping criminal responsibility, victims of crime left unprotected, financial burden to the State of NSW (including costs awarded upon adjournment or dismissal), and reputational damage to the NSW Police Force.

To assess how the NSW Police Force manages these risks, we reviewed the way it responds to judicial critiques of its police officers. We also examined NSW Police Force systems for addressing systemic issues arising in failed prosecutions, including the way that misconduct information is managed and how the NSW Police Force prevents officer misconduct and agency maladministration.

In June 2025, the Commission completed a draft report on its review. We have provided the draft report to the NSW Police Force to seek its comments and feedback on the accuracy of the material presented and whether the NSW Police Force supports and will implement the recommendations included in the report.

We will report publicly about our results and the NSW Police Force's response in 2025–26.

Policing and young people

The NSW Police Force's current management of local crime issues, including those relating to young people engaged in, or at risk of offending, occurs through its Prevention Disruption Response (PDR) approach.

The NSW Police Force implemented this approach in mid-2024, following the Commission's October 2023 public release of its Final Report in *Operation Tepito – An investigation into the use of the NSW Police Force Suspect Targeting Management Plan on children and young people*.

Under the PDR, local commands identify, respond to, and monitor crime issues by implementing policing activities that are linked to other NSW Police Force policies - such as the 'NSW Police Force Youth Strategy' and the 'Aboriginal Strategic Direction.'

The NSW Police Force has shared some information with the Commission about this approach and has committed to engaging with us during its planned review of the PDR's effectiveness.

The Commission will continue to engage with the NSW Police Force in reviewing and monitoring policing initiatives relied upon by the NSW Police Force to respond to the management of young people – including specific proactive policing operations in place across select local commands. The Commission will continue to monitor whether the issues of concern that we identified in Operation Tepito are adequately addressed by the NSW Police Force's approaches to policing of young people.

Unauthorised access to and disclosure of confidential information

In 2024–25, we progressed our review of how the NSW Police Force prevents, detects and manages the unauthorised access and improper disclosure of confidential information by employees.

We analysed 250 complaint matters for the period of 1 January 2023 to 31 December 2023 to understand how the NSW Police Force deals with allegations of 'unauthorised / improper disclosure of information' and 'unauthorised / unlawful access'. Our complaint data analysis also sought to identify any systemic issues that may be conducive to misconduct, unlawful actions or unreasonable practices.

This project has also involved a review of the relevant literature, the legislative framework, and NSW Police Force policies and procedures for preventing, detecting and managing employees' unauthorised access to or disclosure of information.

We anticipate presenting a public report of our analysis to the NSW Police Force for its consideration in the next reporting period.

Police interactions with people experiencing mental distress

People who experience acute mental health crises are consistently over-represented in the criminal justice system,[14] and often engage with police. This intersection has attracted sustained community and Parliamentary interest and is a key concern for the Commission.

Police are often the primary first responders to mental health-related incidents in NSW. These responses occupy an increasing proportion of police resources, and significant consideration has been given by Government to redesigning the current service NSW delivery model.[15]

The decision about how any first responder model should operate in NSW is not within the Commission's jurisdiction, and the Commission makes no comment about how any emergency response model should be configured. However, the Commission recognises that inevitably police will continue to play a role in responding to community based mental health-related incidents. For example, police presence may be requested, if a person's mental health condition is unknown, or there are concerns for the safety of the person in crisis, or others.

The Commission is committed to ensuring that the NSW Police Force has reasonable and adequate policies, systems, and training in place to effectively respond to this issue. To achieve this outcome, the Commission commenced a systemic research project in the latter part of 2024.

14 Toby Miles-Johnson and Matthew Morgan 'Operational response: Policing persons with mental illness in Australia' (2022) 55(2) *Journal of Criminology* 260, 263; Christel Macdonald and Don Weatherburn 'What matters to magistrates when considering diversion into mental health treatment' (2023) *Psychiatry, Psychology and Law* 1; Rose Randall et al, *Police apprehension as a response to mental distress* (Report, November 2023) <https://doi.org/10.26181/25256512.v1>; NSW Branch of the Royal Australian New Zealand College of Psychiatrists, *The NSW mental health care system on the brink: Evidence from the frontline* (Report, March 2023) 10, 17; Kimberlie Dean, Christie Browne and Nicholas Dean (2022) 'Stigma and discrimination experiences amongst those with mental illness in contact with the criminal justice system' *Rapid review report for the Australian National Mental Health Commission* 12.

15 For example, see page 22 of the transcript for August 2024 Budget Estimates for Police and Counter-terrorism. Portfolio Committee No.5 – Justice and Communities, Examination of proposed expenditure for the portfolio areas Police and Counter-terrorism, the Hunter, 30 August 2024 (Karen Webb, Commissioner of Police) 22.

Our project will involve an analysis of mental health-related policing interactions, using information stored in police systems. While our project is not co-designed, it will be informed by consultation with consumers and peak organisations.

We intend to prepare a public report sharing our analysis and outcomes for the consideration of the NSW Police Force in the forthcoming reporting period.

Police perpetrated domestic and family violence

In June 2023, we published our *Review of NSW Police Force responses to domestic and family violence incidents* (2023 Review). Several issues appeared during our 2023 Review, including the way in which the NSW Police Force deals with police officers who engage in domestic and family violence. Eight of the 13 recommendations that we made in our 2023 Review related to NSW Police Force procedures relating to officers involved in domestic and family violence.

Since the publication of the 2023 Review, we have had several meetings with Domestic Violence NSW, the peak body for specialist domestic and family violence services in New South Wales. Discussions focussed on how the Commission can help victims of domestic and family violence where the alleged perpetrator is a NSW Police Force officer.

In April 2025, we informed the NSW Police Force that we have started a project that examines NSW Police Force investigations of police officers involved in domestic and family violence matters, and whether the 8 recommendations in our 2023 Review have had an impact on NSW Police Force investigations into officer perpetrated domestic and family violence offences.

Operation Braga – management and handling of human sources

In January 2025, the Commission commenced an investigation into the NSW Police Force's management and handling of human sources (Operation Braga). The Commission initiated its investigation after issues had been identified in the way the NSW Police Force managed human sources in other investigations.

Operation Braga's focus is identifying whether there are any systemic issues in the NSW Police Force's handling and management of human sources. It involves the review of the NSW Police Force's current policies and procedures, record-keeping practices, supervision of the officer-human source relationship and management and supervision of controlled operations.

In April 2025, the Commission issued a s 55 Notice to Produce to the NSW Police Force under Operation Braga. The notice requested a suite of information and documentation from the NSW Police Force. In June 2025, the NSW Police Force produced some of the information and documentation requested and was granted an extension to produce the remaining items. A s 55 Notice also been issued to the NSW Crime Commission, and the information produced.

Legislative reviews

Review of Parts 2A and 3 of the *Terrorism (Police Powers) Act 2002* (NSW)

The Commission has an ongoing responsibility to scrutinise the NSW Police Force's use of covert search powers and preventative detention powers under Parts 2A and 3 of the *Terrorism (Police Powers) Act 2002* (NSW) (TPP Act). We are required to review the use of those powers and report publicly to the Attorney General and Minister for Police every 3 years.

Our report, *Covert Search Warrants & Preventative Detention Orders: Review under the Terrorism (Police Powers) Act 2002 (NSW) July 2020–June 2023* was provided to the Attorney General and the Minister for Police on 24 September 2024. The Attorney General tabled our report in the NSW Parliament on 21 November 2024. Our report, along with a fact sheet, are available on our website.

The NSW Police Force did not use the Part 2A preventative detention orders or apply for any covert search warrants under Part 3 in the period July 2020 to June 2023.

In our report, we repeated a recommendation made in our previous report covering the period from January 2017 to June 2020, that the NSW Police Force immediately finalise and corporately endorse the draft Standard Operating Procedures and forms for the use of preventative detention orders under the TPP Act. The NSW Police Force informed us that they will prioritise the finalising of these Standard Operating Procedures.

Our next report on the NSW Police Force's use of the Part 2A and 3 powers under the TPP Act will consider the use of those powers for the period 1 July 2023 to 30 June 2026. We will request the relevant NSW Police Force Standard Operating Procedures and forms as part of this next legislative review of the powers.

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

Part 6A of the *Law Enforcement (Powers and Responsibilities) Act 2002* (LEPRA) allows the NSW Police Force to use special powers to prevent or control large-scale public disorder. These powers were given to the police following the Cronulla riots in 2005.

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, officers may 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 2024–25, the police did not use these powers. The Part 6A powers have not been used by the NSW Police Force since March 2011.

3.7 Community and stakeholder engagement

In 2024–2025, the Commission has continued to build up its community engagement program. This has included expanding our engagement with First Nations communities, a focus on outreach in the Western region, and increasing our engagement activities with other government agencies and service providers.

The Commission's *Community Engagement Strategy 2024–2026* is available on our website. Community engagement is an important function for the Commission because it helps us to:

- keep informed about the issues that stakeholder organisations and community groups consider important in relation to law enforcement integrity
- understand the experiences of different groups and individuals in their interactions with law enforcement agencies in NSW
- decide how we should prioritise our limited resources so we can respond to the issues that are important to the community
- demonstrate our impact and build public trust in law enforcement integrity by the work we are doing and the outcomes we have achieved
- be informed by the expertise, knowledge and lived experience of others in the community.

First Nations outreach

Engagement with First Nations communities is a priority for the Commission under our *Community Engagement Strategy 2024–2026*.

In 2024–2025, our Aboriginal Community Engagement Officers led the further development of the Commission's outreach with First Nations communities, building on initiatives started in 2023–2024. Our outreach activities enabled us to inform community members about who we are, what we do, how to make a complaint to us, and to hear from communities about their experiences with law enforcement.

In 2024–2025, the Commission's Aboriginal Community Engagement Officers began representing the Commission at regular hubs which bring together service providers to make it easier for community members to access information and services. This included participation in the First Nations Response Outreach in Redfern, the Kinchela Boys Home Aboriginal Corporation Hub (both held fortnightly), the Mob Connect Potts Point and the La Perouse Aboriginal Community Hub (held monthly). The Commission's regular attendance at these hubs helps us to increase access to the Commission for groups of people who may experience barriers such as First Nations people, and people with disability. Our attendance at hubs continues to grow as the Aboriginal Community Engagement Officers receive invitations to attend other hubs running in other communities.

The Commission's Aboriginal Community Engagement Officers also attended interagency meetings such as the Penrith Police Aboriginal Community Consultive Committee meeting and the West Sydney Koori Interagency meeting.

In October 2024, for the 52nd Koori Knockout we organised an 'Integrity Tent' in Bathurst, on Wiradjuri Country. Staff from the Commission attended the Knockout with representatives from the NSW Independent Commission Against Corruption (ICAC), the Energy and Water Ombudsman NSW (EWON) and the National Anti-Corruption Commission (NACC). It was estimated around 30,000 people attended the event over the course of the Knockout. Our presence created the opportunity for many engaging conversations with First Nations people about the work of the Commission and their experiences.

Staff from across the Commission also attended a range of community events to celebrate NAIDOC week in July 2025, this also included holding information stores at Redfern, Marrickville, Penrith, Macquarie Fields and Campbelltown. Our participation at these events enabled us to spread awareness of the Commission's role to community groups and community members. Commission staff also participated in a Tribal Warrior boxing session at the National Centre of Indigenous Excellence.

In 2024–2025, the Commission also participated in several outreach activities in regions with large populations of First Nations people, discussed below.

Regional outreach

Engagement with communities in regional areas of NSW is a priority for the Commission under our *Community Engagement Strategy 2024–2026*. In 2024–2025, our outreach focused on the Western Region. This included:

- **Tamworth**: In November 2024, the Chief Commissioner and Commission staff visited Tamworth as part of the joint Community Leaders Forum with ICAC, the NACC and the NSW Ombudsman. During our visit:
  - the Chief Commissioner participated in ICAC's Tamworth Regional Outreach Forum Panel
  - we hosted a legal stakeholder's event for lawyers in the region, including a presentation on the work of the Commission and providing an opportunity for Q&A
  - we held a community forum and visited Local Aboriginal Land Councils in the region.
- **Dubbo and Broken Hill**: In February 2025, the Commissioners and Commission staff visited Dubbo and Broken Hill as part of Western Region Community Leaders Forums with ICAC, the NACC and the NSW Ombudsman. During that visit:
  - the Chief Commissioner participated in ICAC's Western Outreach Forum Panel in Dubbo, and the Commissioner participated in ICAC's Western Outreach Forum Panel in Broken Hill
  - we hosted a legal stakeholders' events in Dubbo and Broken Hill, both of which included a presentation on the Commission's work and opportunity for Q&A
  - we held community events in Dubbo and Broken Hill, including a presentation about the Commission and opportunity for feedback from community members.
- The Commission has maintained connections to the Dubbo region by attending a monthly Dubbo Interagency meeting.
- **Moree and Mungindi**: In March 2025, Commission staff visited Moree and Mungindi to attend the EWON 'Bring Your Bills' days.
- **Bourke and Brewarrina**: In May 2025, our Aboriginal community engagement officers represented the Commission at the EWON 'Bring Your Bills' days in Bourke and Brewarrina.

These events bring together different service providers so community members can get advice about their bills as well as advice on tenancy, financial and legal issues. During these events, Commission staff were able to increase awareness of the Commission's role as an independent police oversight body, and heard directly from community members, Aboriginal Elders and service providers about their experiences and concerns regarding law enforcement.

Engagement with government organisations and stakeholder groups

During 2024–2025, Commission staff engaged with and presented to a wide variety of government and non-government organisations. These meetings provide an opportunity to promote and raise awareness about the role and work of the Commission, to hear from organisations about any issues with law enforcement that they have identified, and to build networks. This included:

- a series of 7 online presentations to a total of over 200 DCJ child protection staff from across NSW including frontline staff, caseworks and client service staff – November 2024
- hosting a meeting of the Joint Outreach Initiatives Network, with representatives from Legal Aid, Public Guardian and the NDIS Commission– November 2024
- presentations to Community Corrections teams at Leichhardt and Blacktown, as well as Extended Supervision Order staff– April 2025 and June 2025
- a presentation to Domestic Violence NSW (DVNSW) – June 2025.

In 2024–2025, 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
- the Justice and Equity Centre (formerly known as the Public Interest Advocacy Centre).

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

Formal presentations and participation in conferences, programs and events

In 2024–2025, the Commissioners and Commission staff delivered presentations, participated in panels or facilitated sessions at a range of different events. These activities enabled us to share our work with different audiences and to contribute to public discussion on important issues related to law enforcement integrity, and included:

- participation by the Chief Commissioner in a Q&A session on Police Accountability in NSW run by the University of NSW Centre for Criminology, Law and Justice - July 2024
- participation by the Chief Commissioner on, and moderation by the Manager of Prevention and Engagement of, a panel on 'Oversighting the policing of First Nations people' at the Australian Public Sector Anti-Corruption Conference (APSACC) – July 2024
- facilitation by the Commissioner of a session at APSACC on 'Meeting the integrity challenge: the power of innovation, diversity and collaboration' – July 2024
- co-presentation by the Commissioner with a NSW Police Force Assistant Commissioner on 'Internal reports by NSW Police Force Officers - how the system works' at the NSW Ombudsman's PID Awareness week – August 2024
- presentation at the Integrity Agency Staff Symposium on the Commission's analysis of complaints made on or behalf of Aboriginal and Torres Strait Islander people – November 2024
- opening address by the Chief Commissioner at the National Anti-Corruption Investigation Network (NACIN) Conference – November 2024
- participation by the Chief Commissioner in a panel with the Office of the Director of Public Prosecutions – May 2025
- presentation at the National Investigations Symposium on Operation Harrisdale and the importance of whistleblowers – May 2025
- facilitation of a session on 'Gambling: crime, corruption and harms' at the National Investigations Symposium – May 2025.

Senior level engagements

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

The Commissioners and CEO meet twice a year with the Commissioners and CEOs of ICAC, the NACC and the integrity agencies in the other states and territories.

The Commissioner met with the Senior Coroners in November 2024 and again in March 2025.

The Commissioner, CEO and other senior staff meet quarterly with the NSW Audit Office.

Also, in September 2024, the Joint Parliamentary Committee on the Ombudsman, the Law Enforcement Conduct Commission and the Crime Commission visited the Commission to gain a deeper understanding of the work we do.

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 we share information

- 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 engaged with a range of NSW Police Force committees, such as the Internal Review Panel, and the Influencers Program, which is a development program conducted by the NSW Police Force to enhance the capability and understanding of officers moving to the Inspector level.

The Commissioner participated in the NSW Police Force Behind the Blue program on 5 – 6 September 2024, and the Chief Commissioner attended Police Remembrance Day on 27 September 2024.

Also, in July 2025 the Manager Investigations Oversight presented to the NSW Police Force Central Metropolitan 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, and the presentation provided an overview of the Commission, with a focus on the obligations required of the NSW Police Force when served with Commission notices.

Seeking public submissions to inform our work

As outlined in chapter 3.6, as part of our systemic project on the NSW Police Force's use of bail compliance checks, the Commission published an Issues Paper and sought submissions in response to 8 specific questions. We received 18 submissions from a range of stakeholders as well as submissions from individuals with personal experience of police conducting bail compliance checks. The submissions for which we have consent for publication have been published on our website.

The submissions helped us to assess whether the Bail Act is clear on its face in relation to the parameters for when police are authorised to conduct residential and curfew bail compliance checks on private property. The submissions we received helped to inform the recommendations in our final report.

Website refresh

In 2023–24, the Commission redesigned our public website. The new website went live on 31 July 2024. As a result of further work in 2024–2025, the website now contains new features including:

- 2 explainer videos – 'About the LECC' and 'What is a critical incident?' in English and captioned in Arabic, Chinese Simplified, Chinese Traditional, Greek, Hindi, Nepalese and Vietnamese
- increased access to Commission publications and data through the Publications, Media and Data Hubs
- a Critical Incident Investigations Dashboard which lists all critical incident investigations the Commission is or was monitoring
- a Recommendations Register which gives the public greater access to information about how the NSW Police Force has responded to recommendations we made in our public reports, and
- a 'Prosecutions Arising from LECC Investigations Outcome Table' which allows members of the public to view the outcome of criminal prosecutions arising from Commission investigations since 2017.

Media engagement

The Commission publicises our work when it is in the public interest to do so. We inform the public and the media when we table a report in Parliament, monitor critical incidents, or hold public hearings. We respond to media enquiries from a wide range of broadcast, print and digital media outlets.

Our engagement with the media in 2024–2025 included publishing or disseminating:

- 37 critical incident media alerts
- 4 fact sheets
- 5 NSW Police Force response to recommendations
- 15 media releases and statements about reports, complaints or investigations
- 9 reports

- 5 corporate policies
- 15 public submissions
- 2 video summaries accompanying published reports
- 12 pre-recorded audio grabs/ one set of audio grabs.

In addition, in 2024–2025 the Commission contributed to 2 substantive articles about its work:

- the Commissioners and Commission staff participated in interviews for an article about the Commission published in the Law Society Journal in December 2024 by Mark Dapin, titled 'A forceful eye'
- the Chief Commissioner wrote an article published in the Judicial Officers Bulletin on 17 June 2025 on the Commission's work in relation to bail compliance checks, titled 'Examining controversial NSW police practices concerning bail compliance checks'.

The Commissioners also participated in 3 interviews in 2024–2025:

- on 20 February 2025, the Commissioner was interviewed by ABC local radio in Broken Hill about the Commission's visit
- on 27 March 2025, the Chief Commissioner was interviewed by ABC TV regarding the Commission's report on NSW Police Force policies and practices in relation to BWV
- on 23 May 2025, the Commissioner was interviewed by BayFM in relation to the Prosecutions Outcomes Table published on the Commission's website.

Information sessions for Commission staff

The Commission provides regular information sessions for Commission staff on a range of topics. During 2024–2025, we asked external speakers 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. The range of external speakers that presented to Commission staff in 2024–2025 included:

- Emma Bunny, Independent Police Conduct Authority of New Zealand
- NSW Police Force Superintendent Danielle Emerton and Assistant Commissioner Peter McKenna from the NSW Police Force Domestic and Family Violence Registry
- James Herrington, Principal Solicitor from the Crown Solicitor's Office (CSO), who discussed the role of the Coroner and the CSO's role in assisting the Coroner
- Joseph La Posta, CEO of Multicultural NSW, who presented on 'Multicultural Issues Relevant to Policing'
- Michael Barnes, NSW Crime Commissioner, who presented on the work of the NSW Crime Commission
- Bruce McClintock SC, Inspector of the LECC, who presented on the work of the Office of the Inspector of the LECC
- Kylie Kilgour, Deputy Commissioner of the NACC, who presented on 'Lawyer X and what it means for HS handling'
- Josh Togo and Bert Gordon, who participated in a Reconciliation Action Week panel discussion with Dixie Crawford about Tribal Warrior programs
- the Office of the Director of Public Prosecutions presenting on 'ODPP & LECC Prosecutions – From Referral to Court'.

3.8 Management and activities

Major assets

During the reporting period, the Commission spent a total of $728,201 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 4 operational vehicles at a cost of $194,088. Upgrades to office accommodation cost $166,184.

Land disposal

The Commission did not dispose of land during the reporting period.

Research and development

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

Overseas visits

The following Commission staff undertook overseas travel on official business during 2024–25.

Table 27: Overseas travel

Officer	Destination	Purpose	Cost
Director Oversight	New Zealand	Attendance at the Australian and New Zealand School of Government (ANZSOG) program	$874
Senior Technical Officer Technical Officer	United Kingdom	Attendance at Security and Policing Conference	$14,195

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 28: Cost of operations

	Employee related	Other	Total
Integrity	$7,791,561	$2,062,955	$9,854,516
Oversight	$2,064,546	$42,499	$2,107,045
Critical Incidents	$739,094	$32,166	$771,260

Measuring employee engagement through the People Matter Employee Survey



87%

response rate



74%

job satisfaction



90%

of employees understood what ethical behaviour means within our workplace

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

Our response rate for the 2024 survey was 87% which is higher than the sector average. Our engagement score was 58%, a reduction of 7% on the previous year and 4% below the sector. The largest decrease was in flexible working which fell by 23%, the fall coinciding with the Government's return to office direction.

The Commission scored well in the areas of ethics and values (79%), job satisfaction (74%) and risk and innovation (70%).

We are taking action to address our lowest scoring areas of communication and change management, feedback, and decision making and accountability.

These actions include:

- continuing the CEO weekly email and regular information sessions, and introducing a short fortnightly Teams meeting for all staff
- conducting all staff culture workshops and developing a number of staff and leader led initiatives as part of a culture uplift program
- continuing to provide clear communication around recruitment processes and decisions and increasing the use of external panel members
- allowing each team ownership of initiatives arising from the PMES results that relate to their work.

Several areas remained stable during the reporting period including senior executives, wellbeing and learning and development.

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.

4.1 Human resources 80

4.2 Public Interest Disclosures 84

4.3 *Government Information (Public Access) Act 2009* (NSW) 85

4.4 *Privacy and Personal Information Protection Act 1998* (NSW) 87

4.5 Information and communications technology 88

4.6 Governance 90

4.7 Audits and risk management 92

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
- Dealing with Offensive Material Policy
- Discrimination Harassment and Bullying Policy
- HR Delegations
- LECC Induction Procedure
- Identity Cards, Badges and Designations Policy
- Performance and Development Guidelines
- the Commission rescinded its Covid Policy, consistent with most other agencies in the Sector. Leave due to illness from covid viruses is covered by the sick leave provisions in the *Crown Employees (Public Service Conditions of Employment) Award* as well as central Government policy. Staff are encouraged not to attend the office when they are sick or contagious.

Training and development

The Commission continued to provide a broad range of training and development opportunities to staff throughout the 2024–25 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 2024–25 included:

- APSACC Conference
- Public Interest Disclosure training
- Recruitment training for panel members
- Writing Briefs
- Cyber Security Essentials
- Cyber Security for Senior Executives
- Managing unreasonable conduct by a complainant
- NAIDOC Week Cultural experiences and education
- CARE FULL Conversations training
- Operational Safety Training
- BOCSAR Conference.

Generic training and development opportunities provided to staff during 2024–25 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 Masters of Public Administration
- Master of Investigations
- Diploma of Investigations
- Bachelor of Laws
- Juris Doctor.

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).

Table 29: Number of officers and employees by category

	2022	2023	2024	2025
Statutory appointments	2	2	2	2
Male Executive appointments	4	5	5	4
Female Executive appointments	1	1	1	2
Operational staff	68	68	82	86
Support staff	32	36	35	37
Total	107	112	125	131

Table 30: Staff movements during 2024–25

Number of staff who commenced employment 2024–25	Number of staff who ceased employment 2024–25
22	18

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 2013* (NSW).

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 $538,202 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 4 staff members within Executive Band 1, of the *Government Sector Employment Act 2013* (NSW). 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 31: Senior Executives–Remuneration Band determination, number of officers and gender breakdown comparison

Band	Female 2024–25	Male 2024–25
Band 4 (Secretary)	0	0
Band 3 (Deputy Secretary)	0	0
Band 2 (Executive Director)	1	1
Band 1 (Director)	1	4

Table 32: Senior Executives–Remuneration range comparison

Band	Remuneration range for 2024–25	Average remuneration for 2024–25
Band 4 (Secretary)	$509,251 pa to $588,250 pa	n/a
Band 3 (Deputy Secretary)	$361,301 pa to $509,250 pa	n/a
Band 2 (Executive Director)	$287,201 pa to $361,300 pa	$333,000 pa
Band 1 (Director)	$201,350 pa to $287,200 pa	$239,000 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 33: Comparison of percentage of expenditure that relates to senior executives

2023–24	2024–25
15.60%	16.72%

Consultants

During 2024–25, the Commission engaged 3 consultants, one engagement was for less than $50,000, totalling $9,660.

Table 34: Consultancies valued at $50,000 or more (2024–25)

Category	Consultant	Nature	Cost $*
Organisational review	Bendelta	We engaged Bendelta to undertake a strategic health check which looked at progression against our strategic plan and priorities and to provide advice and guidance in our culture uplift program.	$106,558
Management services	Nganya	We engaged Nganya to provide advice and guidance in the development of our First Nations Strategy.	$80,000
Total excluding GST			$186,558

*** 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 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 the *Public Interest Disclosures Act 2022* (NSW) (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 43 PID matters during the reporting period.

Under the PID Act, the Commission is required to collect and report on information about PIDs. This information is outlined in the following tables.

Table 35: Public Interest Disclosures received

	Made by public officials performing day-to-day functions	Under a statutory or other legal obligation	All other PIDs
Number of public officials who made PIDs directly	41	0	2
Number of PIDs received	41	0	2

Table 36: Number of PIDs received by type

	Made by public officials performing day-to-day functions	Under a statutory or other legal obligation	All other PIDs
Corrupt conduct	38	0	2
Maladministration	14	0	0
Serious and substantial waste	1	0	1
Government information contravention	1	0	0
Local government pecuniary interest	0	0	0
Total	**54**	**0**	**3**

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 which 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 which 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 2024–25 was negligible.

No major issues arose during 2024–25 in connection with the Commission's compliance with GIPA requirements.

Proactive release program

Under s 7 of the GIPA Act, the Commission was 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 has identified information which 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 which could be proactively released

- the Right to Information Officer liaised with staff employed in areas of the Commission which dealt with information of a kind which 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 which could be proactively released.

Access applications received in 2024–25

During the reporting period, the Commission received 7 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.

There was one internal review which affirmed the original Commission's decision.

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 inquiries may be made between 9.00am and 4:00pm on (02) 9321 6700.

Further information is also able to be obtained from our 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, 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 a program of technology improvement and modernisation of systems.

In April 2025, the Commission's IT department successfully renewed its compliance and certification to the latest ISO/IEC 27001:2022 – Information Security Management Systems standard. This ongoing certification ensures compliance with the NSW Government Cyber Security Policy. To further support and develop the Commission's Information Management Security System (ISMS), a dedicated Information Security Officer role has been created within the IT team.

In line with the Commission's enhanced data-driven strategy, key enhancements to the Commission's primary complaints and investigations case management system have been developed and implemented. The use of Microsoft Power BI for statistical analysis and reporting has been significantly expanded, providing deeper insights and supporting evidence-based decision-making within the Commission and to enhance information sharing publicly via the Commission's website.

The Commission has been developing a cloud migration strategy to support the migration of on-premises infrastructure in line with the Digital NSW Cloud Strategy and Policy. This strategy will be implemented in phases as part of our long-term IT roadmap. Another key focus during the reporting period has been the migration to SharePoint Online and Microsoft Exchange Online environments, these projects will be completed during the next reporting period.

Throughout the 2024–25 reporting period, the IT department continuously undertook several other key initiatives to support the Commission's operational effectiveness. This included:

- continuous uplifts to the Commission website, including the introduction of content in multiple languages to enhance and support community engagement
- completion of the meeting room modernisation to Microsoft Teams technology, enhancing productivity and collaboration
- completion of the hearing room modernisation project
- commencement of a discovery project to modernise bespoke legacy databases to improve accessing, collating and reporting Commission information
- improved implementation and processes for our patch management cybersecurity practice to improve the Commission's security posture, prevent system vulnerabilities and maintain operational efficiencies.
- During 2024–25, the Commission's public website attracted over 52,000 visitors, at an average of 142 visitors per day.

Digital information security policy

The Commission is required to annually attest to the adequacy of its digital information and information systems security. The attestation statement can be found below.

Digital Information Security Annual Attestation Statement for the 2024–25 Financial Year for Law Enforcement Conduct Commission

I, Christina Anderson, believe the Law Enforcement Conduct Commission (LECC) had an Information Security Management System (ISMS) in place during the 2024–25 financial year that is consistent with the Core Requirements set out in the NSW Government Cyber Security Policy. Furthermore, the LECC achieved compliance with ISO 27001 "Information technology – Security techniques-information security management systems-Requirements" as independently assessed and reviewed by SAI Global during the 2024–25 financial year.

The controls in place to mitigate identified risks to the digital information and digital information systems of the LECC are adequate. This regime is monitored by an appropriate cyber security governance forum at the LECC which also ensures that the agency is making continuous improvements to the management of cyber security governance and resilience.

The LECC has a cyber incident response plan, it is integrated with the security components of business continuity arrangements and has been tested over the previous 12 months with senior business executives. Regular cyber risk reporting is also provided to the agency's independent Audit and Risk Committee.

There is no agency under the control of the LECC which is required to develop an independent ISMS in accordance with the NSW Government Cyber Security Policy.



Christina Anderson
Chief Executive Officer

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
- manage projects
- 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 Commission's Audit and Risk Committee works to a charter aligning with the NSW Treasury's Internal Audit and Risk Management Policy for the General Government.
The Committee comprises 3 external independent members.

The Committee's role is to provide independent assistance to the CEO by monitoring, reviewing, and advising on the Commission's governance processes, risk management and control frameworks, and its external accountability obligations. Remuneration for the external members during the reporting period totalled $22,592 (excluding GST).

The Audit and Risk Committee met quarterly on 19 July 2024, 20 September 2024, 5 December 2024 and 29 April 2025.

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.

Internal audit activities

The Commission changed internal audit providers during the reporting period to ensure adherence with best practice principles. The Audit and Risk Committee and the Executive Committee endorsed and monitored the internal audit program and implementation of recommendations. Internal audit activity included: an audit of the investigation decision making process (conducted by Centium), development of a 3-year internal audit plan, and an audit on workforce and succession planning (conducted by Prosperity).

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

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:

- audit the operations of the Commission for the purpose of monitoring compliance with the law of the State
- 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
- 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 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 examine trends and changes concerning police or Crime Commission officer misconduct, practices and methods relating to such conduct, and report on changes needed to the Commission and the Commission Inspector's functions, structures and procedures.

The Committee met on 28 August 2024 and 21 March 2025.

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

Our 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 2024–25 to the Audit Office of NSW within the required timeframe.

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, through Icare self-insurance.

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 $9,000 or 14%, and the workers compensation premium increased by $19,614 or 20%. 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 2024–25 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 8 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 agency head is ultimately responsible and accountable for risk management in the agency.	Compliant
1.2 A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2018.	Compliant
2 Internal Audit Function	
2.1 An internal audit function has been established and maintained.	Compliant
2.2 The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Compliant
2.3 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 An independent audit and risk committee with appropriate expertise has been established.	Compliant
3.2 The audit and risk committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations.	Compliant
3.3 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, for a 4 year term ending 1 April 2026.
- Independent Member – Mr Peter Scarlett, appointed 2 October 2022, for a 3 year term ending 1 July 2025.
- Independent Member – Mr Ian Gillespie, appointed 2 October 2022, for a 5 year term ending 2 October 2027.



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 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.

5.1 *Modern Slavery Act 2018* (NSW) 96

5.2 Work health and safety 97

5.3 Workforce diversity 98

5.4 Energy Management Plan 100

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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 *NSW Modern Slavery Act 2018* (Modern Slavery Act) sets out obligations for NSW Government agencies and provides for an Anti-slavery Commissioner to oversee compliance. The Modern Slavery 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.

We continue 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, we procure are not the product of modern slavery. This has included:

- ongoing risk assessments across our 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 preapproved 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.

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.

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.

As part of meeting this commitment during 2024–25, the Commission:

- continued to develop, support and maintain safe working practices and principles
- 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
- refreshed our Work, Health and Safety Committee membership to ensure representation across all groups within the Commission
- provided adjustments to workstations, where requested or identified by staff
- provided adjustments for staff with both temporary and permanent disability
- encouraged all staff to be vaccinated against the flu and provided an opportunity to be vaccinated at the office
- the COVID-19 policy was retired.

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.

We recognise 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 our employee experience through supporting staff to balance their work and personal life commitments and encourage overall wellness and ongoing learning opportunities.

This included:

- 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 CEO 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
- continuing with the Commission's initial Reconciliation Action Plan
- providing reasonable adjustments for staff with disability.

Diversity statistics

Table 37: Trends in the representation of workforce diversity groups in the Commission

Workforce Diversity Group	Benchmark	2022	2023	2024	2025
Women	50%	58.4%	58.3%	58%	63%
Aboriginal and/or Torres Strait Islander people	3.3%	0.9%	0.9%	2.5%	2.5%
People whose first language spoken as a child was not English	23.2%	13.7%	16.2%	13%	10%
People with disability	5.6%	4.6%	6.2%	7%	7%
People with disability requiring work-related adjustment	N/A	0.0%	2.7%	4%	4%

Note 1: The benchmark of 50% for representation of women across the sector is intended to reflect the gender composition of the NSW community.

Note 2: The *NSW Public Sector Aboriginal Employment Strategy 2019–2025* takes a career pathway approach in that it sets an ambitious target of 3% Aboriginal employment at each non-executive grade of the public sector by 2025.

Note 3: A benchmark from the Australian Bureau of Statistics (ABS) Census of Population and Housing has been included for 'People whose first language spoken as a child was not English'. The ABS Census does not provide information about first language but does provide information about country of birth. The benchmark of 23.2% is the percentage of the NSW general population born in a country where English is not the predominant language.

Note 4: In December 2017, the NSW Government announced the target of doubling the representation of people with disability in the NSW public sector from an estimated 2.7% to 5.6% by 2027. More information can be found at: *Jobs for People with Disability: A plan for the NSW public sector.* The benchmark for 'People with Disability Requiring Work-Related Adjustment' was not updated.

Table 38: Trends in the distribution index for workforce diversity groups in the Commission

Workforce diversity group	Benchmark	2022	2023	2024	2025
Women	100	92	92	94	94
Aboriginal and/or Torres Strait Islander People	100	N/A	N/A	N/A	N/A
People whose first language spoken as a child was not English	100	N/A	N/A	N/A	N/A
People with disability	100	N/A	N/A	N/A	N/A
People with disability requiring work-related adjustment	100	N/A	N/A	N/A	N/A

Note 1: A Distribution Index score of 100 indicates that the distribution of members of the workforce diversity group across salary bands is equivalent to that of the rest of the workforce. A score less than 100 means that members of the Workforce Diversity group tend to be more concentrated at lower salary bands than is the case for other staff. The more pronounced this tendency is, the lower the score will be. In some cases, the index may be more than 100, indicating that members of the workforce diversity group tend to be more concentrated at higher salary bands than is the case for other staff.

Note 2: The Distribution Index is not calculated when the number of employees in the Workforce Diversity group is less than 20 or when the number of other employees is less than 20.

5.4 Energy Management Plan

The Commission is committed to sustainable energy management principles. We regularly review our energy, water consumption and purchasing practices to minimise the impact of the Commission's operations on the environment.

All Commission air-conditioning and UPS units have now been replaced with more efficient units. In addition to this, most of our servers have been replaced, therefore reducing the heat load in the data centre. This project continues to see ongoing reductions in energy costs and usage and is reflected on the NSW Government CASPER website as a high score rating based on year-on-year 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 our 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 39: Electricity usage

Reporting Year	Energy Use in kWh	Remarks
2023–24	492022.80	All areas back in operation
2024–25	484084.75	Upgrades complete

Table 40: Paper usage

Reporting Year	Number of reams purchased/used
2023–24	604
2024–25	585

Table 41: Vehicle fleet

Reporting Year	Number of Hybrid Vehicles	Number of Elec Vehicles	Total number of vehicles in fleet	Total KMS travelled all vehicles	Remarks
2023–24	3	0	4	55,355	Nil
2024–25	3	0	4	51,817	Nil

5.5 Waste management

In accordance with the NSW Government's resource efficiency policy, the Commission continues to implement measures which enable increased use of recycled material and better management of waste reduction.

Measures we currently have in place include:

- all purchased white copy paper contains 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 e-waste comprising of computer and electrical equipment at an endorsed recycling centre.

Table 42: Waste stream reporting

Reporting Year	Type of waste	Total volume in tons
2023–24	General	8.8
2024–25	General	8.1
2023–24	Electronic (e-waste)	1.1
2024–25	Electronic (e-waste)	3.17
2023–24	Paper and cardboard	3.3
2024–25	Paper and cardboard	3.8

6. Financial performance

This section includes the Commission's financial statements for the reporting period and the Auditor General's independent report.

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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 Law Enforcement Conduct Commission (the Commission), which comprise the Statement by the Chief Commissioner, the Statement of Comprehensive Income for the year ended 30 June 2025, the Statement of Financial Position as at 30 June 2025, 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.

Level 19, Darling Park Tower 2, 201 Sussex Street, Sydney NSW 2000
GPO Box 12, Sydney NSW 2001 | **t** 02 9275 7101 | mail@audit.nsw.gov.au | audit.nsw.gov.au

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

10 September 2025
SYDNEY

6.2 Audit financial statements

Law Enforcement Conduct Commission

Statement by Chief Commissioner

Pursuant to Section 7.6(4) of the *Government Sector Finance Act 2018* ('the Act'), I state that;

- these financial statements have been prepared in accordance with the provisions of the Government Sector Finance Act 2018, 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 2025
- 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



C Anderson
Chief Executive Officer

Statement of Comprehensive Income for the year ended 30 June 2025

	Notes	Parent Entity (Law Enforcement Conduct Commission) Actual 2025 $'000	Parent Entity (Law Enforcement Conduct Commission) Actual 2024 $'000	Economic Entity (Consolidated) Budget 2025 $'000	Economic Entity (Consolidated) Actual 2025 $'000	Economic Entity (Consolidated) Actual 2024 $'000
Continuing Operations						
Expenses excluding losses						
Employee related expenses	2(a)	971	1,012	22,897	20,149	18,444
Operating expenses	2(b)	3,880	3,726	3,218	3,878	3,726
Personnel services	2(c)	19,088	17,356	--	--	--
Depreciation and amortisation	2(d)	3,344	3,058	3,383	3,344	3,058
Finance costs	2(e)	394	19	167	394	19
Total expenses excluding losses		**27,677**	**25,171**	**29,665**	**27,765**	**25,247**
Revenue						
Appropriation	3(a)	25,950	24,800	28,748	25,950	24,800
Sale of goods and services from contracts with customers	3(b)	14	30	--	14	30
Investment revenue	3(c)	23	--	--	24	--
Acceptance by the Crown Entity of employee benefits and other liabilities	3(d)	568	640	767	569	641
Other income	3(e)	22	2	54	108	77
Total revenue		**26,577**	**25,472**	**29,569**	**26,665**	**25,548**
Operating result		**(1,100)**	**301**	**(96)**	**(1,100)**	**301**
Gain/(loss) on disposal of assets	4	37	1	15	37	1
Other gains/(losses)	5	(35)	(86)	--	(35)	(86)
Net result from continuing operations		**(1,098)**	**216**	**(81)**	**(1,098)**	**216**
Total other comprehensive income		**--**	**--**	**--**	**--**	**--**
TOTAL COMPREHENSIVE INCOME		**(1,098)**	**216**	**(81)**	**(1,098)**	**216**

The accompanying notes form part of these financial statements

Statement of Financial Position as at 30 June 2025

	Notes	Parent Entity (Law Enforcement Conduct Commission) Actual 2025 $'000	Parent Entity (Law Enforcement Conduct Commission) Actual 2024 $'000	Economic Entity (Consolidated) Budget 2025 $'000	Economic Entity (Consolidated) Actual 2025 $'000	Economic Entity (Consolidated) Actual 2024 $'000
ASSETS						
Current Assets						
Cash and cash equivalents	7	202	349	199	310	353
Receivables	8	989	1,456	1,240	997	1,528
Total Current Assets		**1,191**	**1,805**	**1,439**	**1,307**	**1,881**
Non-Current Assets						
Receivables	8	--	47	--	--	47
Property, plant and equipment	9					
- Land & buildings		229	80	17	229	80
- Plant & equipment		2,334	2,242	2,354	2,334	2,242
Total property, plant and equipment		**2,563**	**2,322**	**2,371**	**2,563**	**2,322**
Right-of-use assets	10	8,609	10,202	9,144	8,609	10,202
Intangible assets	11	903	1,176	839	903	1,176
Total Non-Current Assets		**12,075**	**13,747**	**12,353**	**12,075**	**13,747**
Total Assets		**13,266**	**15,552**	**13,793**	**13,382**	**15,628**
LIABILITIES						
Current Liabilities						
Payables	12	626	542	507	654	542
Borrowings	13	2,062	1,763	1,951	2,062	1,763
Provisions	14	2,120	2,186	1,927	2,126	2,181
Total Current Liabilities		**4,808**	**4,491**	**4,385**	**4,842**	**4,486**
Non-Current Liabilities						
Borrowings	13	6,887	8,435	6,984	6,887	8,435
Provisions	14	724	681	661	806	762
Total Non-Current Liabilities		**7,611**	**9,116**	**7,645**	**7,693**	**9,197**
Total Liabilities		**12,419**	**13,607**	**12,031**	**12,535**	**13,683**
Net Assets		**847**	**1,945**	**1,762**	**847**	**1,945**
EQUITY						
Accumulated funds		847	1,945	1,762	847	1,945
Total Equity		**847**	**1,945**	**1,762**	**847**	**1,945**

The accompanying notes form part of these financial statements

Statement of Changes in Equity for the year ended 30 June 2025

	Notes	Parent Entity (Law Enforcement Conduct Commission) Accumulated Funds $'000	Economic Entity (Consolidated) Accumulated Funds $'000
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**
Balance at 1 July 2023		**1,729**	**1,729**
Net result for the year		**216**	**216**
Other comprehensive income:			
		--	--
Total other comprehensive income		**--**	**--**
Total comprehensive income for the year		**216**	**216**
Transactions with owners in their capacity as owners			
		--	--
Balance at 30 June 2024		**1,945**	**1,945**

The accompanying notes form part of these financial statements

Statement of Cash Flows for the year ended 30 June 2025

	Notes	Parent Entity (Law Enforcement Conduct Commission) Actual 2025 $'000	Parent Entity (Law Enforcement Conduct Commission) Actual 2024 $'000	Economic Entity (Consolidated) Budget 2025 $'000	Economic Entity (Consolidated) Actual 2025 $'000	Economic Entity (Consolidated) Actual 2024 $'000
CASH FLOWS FROM OPERATING ACTIVITIES						
Payments						
Employee related		(971)	(1,012)	(22,131)	(19,533)	(17,398)
Suppliers for goods & services		(3,897)	(4,555)	(3,125)	(3,904)	(4,634)
Personnel services		(18,586)	(16,464)	--	--	--
Finance costs		(394)	(105)	(167)	(394)	(105)
Total Payments		**(23,848)**	**(22,136)**	**(25,423)**	**(23,831)**	**(22,137)**
Receipts						
Appropriation		25,950	24,800	28,748	25,950	24,800
Sale of goods and services		14	30	--	14	30
Interest revenue		23	--	--	24	--
Other		637	691	54	723	694
Total Receipts		**26,624**	**25,521**	**28,803**	**26,711**	**25,524**
NET CASH FLOWS FROM OPERATING ACTIVITIES	19	**2,776**	**3,385**	**3,380**	**2,880**	**3,387**
CASH FLOWS FROM INVESTING ACTIVITIES						
Proceeds from sale of plant & equipment		58	17	15	58	17
Purchases of plant & equipment		(971)	(651)	(1,000)	(971)	(651)
Purchases of intangible assets		(111)	(426)	(100)	(111)	(426)
NET CASH FLOWS FROM INVESTING ACTIVITIES		**(1,024)**	**(1,060)**	**(1,085)**	**(1,024)**	**(1,060)**
CASH FLOWS FROM FINANCING ACTIVITIES						
Payment of principal portion of lease liabilities		(1,899)	(2,321)	(2,456)	(1,899)	(2,321)
NET CASH FLOWS FROM FINANCING ACTIVITIES		**(1,899)**	**(2,321)**	**(2,456)**	**(1,899)**	**(2,321)**
NET INCREASE / (DECREASE) IN CASH AND CASH EQUIVALENTS		**(147)**	**4**	**(161)**	**(43)**	**6**
Opening cash and cash equivalents		349	345	360	353	347
CLOSING CASH AND CASH EQUIVALENTS	7	**202**	**349**	**199**	**310**	**353**

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 2025, have been authorised for issue by the Chief Commissioner and Chief Executive Officer for the Law Enforcement Conduct Commission on 9 September 2025.

(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* (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 believe 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 2025-26. 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 policy, including new or revised Australian Accounting Standards***

(i) Effective for the first time in 2024-25

The accounting policies applied in 2024-25 are consistent with those of the previous financial year. Several amendments and interpretations apply for the first time in 2024-25, 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 Commission is of the opinion that the possible impact of the Australian Accounting Standards issued but not effective to be either non-applicable or immaterial in their period of initial application.

(f) ***Impact of Climate-related matters on Financial Reporting for 2024-25***

The Commission's financial statements for the 2024-25 financial year has not been impacted by climate-related matters.

2. EXPENSES EXCLUDING LOSSES

(a) Employee related expenses

	Law Enforcement Conduct Commission		Consolidated	
	2025 $'000	2024 $'000	2025 $'000	2024 $'000
Salaries and wages (including annual leave)*	824	870	16,483	15,046
Superannuation–defined benefit plans	--	--	28	27
Superannuation–defined contribution plans	79	74	1,844	1,611
Long service leave	--	--	542	615
Workers' compensation insurance	--	--	119	99
Payroll tax and fringe benefits tax	68	68	1,127	1,042
Other employee expenses	--	--	6	4
	971	1,012	**20,149**	18,444

* Salaries and wages shown under the Law Enforcement Conduct Commission relate to the statutory appointment of the Chief Commissioner and Commissioner.

Employee related expenditure is below budget due to the Commission carrying several vacant positions, recruitment action for which continues.

(b) Other operating expenses include the following:

Administration charges	45	46	45	46
Books and periodicals	54	78	54	78
Auditor's remuneration–audit of the financial statements – audit review of financial information	60	58	60	58
Consultancies	196	--	196	--
Contractors	536	411	536	411
External legal counsel	166	84	166	84
Computer expenses	821	569	821	569
Maintenance	562	909	562	909
Insurance	74	65	74	65
Accommodation outgoings (utilities, cleaning)	239	201	239	201
Variable lease payments, not included in lease liabilities	121	191	121	191
Minor equipment	118	196	118	196
Motor vehicle costs (including leasing charges)	120	114	120	114
Printing and stationery	24	27	24	27
Staff development	278	302	278	302
Travelling expenses	209	155	209	155
Telephones	25	21	25	21
Fees and searches	20	42	20	42
Other*	212	257	210	257
	3,880	3,726	**3,878**	3,726

* 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.

Other operating expenses are above budget due to increased costs of consultants, contractors, travel, and software licence fees.

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	
	2025 $'000	2024 $'000	2025 $'000	2024 $'000
Office of the Law Enforcement Conduct Commission	**19,088**	17,356	**--**	--

(d) Depreciation and amortisation expense

Depreciation				
Computer Equipment	390	310	390	310
Plant and Equipment	303	312	303	312
Leasehold Improvements	17	228	17	228
Right-of-Use Assets - Leasehold	2,251	1,895	2,251	1,895
Intangibles	383	313	383	313
	3,344	3,058	**3,344**	3,058

Refer to Notes 9, 10 and 11 for recognition and measurement policies on depreciation and amortisation.

(e) Finance costs

Interest expense from lease liabilities	394	19	394	19
Total Interest Expense	**394**	19	**394**	19

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.

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

a) Appropriations and Transfers to the Crown

Summary of Compliance

	2025 $'000	2024 $'000
Amount appropriated per *Appropriation Act*	28,748	26,130
Variations made to the appropriations during the financial year	--	--
Total spending authority from parliamentary appropriations, other than deemed appropriations	**28,748**	26,130
Add:		
The spending authority from deemed appropriations during the year	819	741
The unutilised spending authority from deemed appropriations from prior years	2,562	1,821
Total	**32,129**	28,692
Less: total expenditure out of consolidated fund	**(26,812)**	(25,535)
Variance	**5,317**	3,157
Less:		
The spending authority from appropriations lapsed at 30 June	1,936	595
Deemed appropriations balance carried forward to following years	**3,381**	2,562

	2025 $'000	2024 $'000
Appropriations (per Statement of Comprehensive Income)	25,950	24,800
Total amount drawn down against Annual Appropriation	**25,950**	24,800

- 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 2024 (Appropriations Act) (and the subsequent variations, if applicable) appropriates the sum of $28.748m to the Premier out of the Consolidated Fund for the services of the Law Enforcement Conduct Commission for the year 2024–25.

The lead Ministers for the Commission, being the Premier and Special Minister for State, is taken to have been given an appropriation out of the Consolidated Fund under the authority 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	
	2025 $'000	2024 $'000	2025 $'000	2024 $'000
Rendering of service – other government entities	14	30	14	30
	14	30	**14**	30

RECOGNITION AND MEASUREMENT

Rendering of services
Revenue from rendering of services is recognised when the Commission satisfies the performance obligation by transferring the promised service. Revenue is recognised based on reference to the stage of completion (based on labour hours incurred to date), where the Commission's standard payment terms of 14 days apply.

The revenue is measured at the transaction price agreed under the contract. No element of financing is deemed present as payments are due when service is provided.

(c) Investment revenue

	Law Enforcement Conduct Commission		Consolidated	
	2025 $'000	2024 $'000	2025 $'000	2024 $'000
Interest revenue	23	--	24	--
	23	--	**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	543	615	543	615
Payroll tax	--	--	1	1
	568	640	**569**	641

(e) Other Income

Insurance claim receipts/hindsight adjustment refund	22	--	108	75
Sale of minor equipment	--	2	--	2
	22	2	**108**	77

4. GAIN/(LOSS) ON DISPOSAL OF ASSETS

Proceeds from disposal	58	17	58	17
Written down value of assets disposed	(21)	(16)	(21)	(16)
Gain/(loss) on disposal of assets	**37**	1	**37**	1

5. OTHER GAINS/(LOSSES)

	Law Enforcement Conduct Commission		Consolidated	
	2025 $'000	2024 $'000	2025 $'000	2024 $'000
Unwinding/change in discount rate – Makegood provision (Note 14)	(43)	(86)	(43)	(86)
Gain/(loss) on disposal of lease liabilities (Note 10)	8	--	8	--
	(35)	(86)	**(35)**	(86)

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	
	2025 $'000	2024 $'000	2025 $'000	2024 $'000
Cash at bank	202	349	310	353
	202	349	**310**	353

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)	**202**	349	**310**	353

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	
	2025 $'000	2024 $'000	2025 $'000	2024 $'000
Prepayments	816	1,319	816	1,319
Other receivables	173	137	181	209
Total current receivables	**989**	1,456	**997**	1,528
Other non-current receivables	--	47	--	47
Total non-current receivables	**--**	**47**	**--**	**47**

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 2023 – fair value				
Gross carrying amount	2,443	3,236	4,761	10,440
Accumulated depreciation and impairment	(2,151)	(2,150)	(3,604)	(7,905)
Net carrying amount	292	1,086	1,157	2,535
Year ended 30 June 2024				
Net carrying amount at beginning of year	292	1,086	1,157	2,535
Purchases of assets	16	125	510	651
Disposals	--	(12)	(2)	(14)
Depreciation expense	(228)	(312)	(310)	(850)
Net carrying amount at end of year	80	887	1,355	2,322
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	--	(19)	(1)	(20)
Depreciation expense	(17)	(303)	(390)	(710)
Net carrying amount at end of year	**229**	**1,152**	**1,182**	**2,563**
At 30 June 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**

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.

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 2024	10,202	10,202
Addition of ROU assets	658	658
Depreciation expense	(2,251)	(2,251)
Balance at 30 June 2025	**8,609**	**8,609**
Balance as at 1 July 2023	1,976	1,976
Addition of ROU assets	10,121	10,121
Depreciation expense	(1,895)	(1,895)
Balance at 30 June 2024	10,202	10,202

Lease liabilities
The following table presents liabilities under leases.

	2025 $'000	2024 $'000
Balance as at 1 July	10,198	2,398
Addition of lease liabilities	658	10,121
Interest expense	394	19
Payments	(2,293)	(2,340)
Disposal of lease liabilities (Note 5)	(8)	--
Balance at 30 June	**8,949**	10,198

The following amounts were recognised in the Statement of Comprehensive Income during the period in respect of leases where the Commission is the lessee:

	2025 $'000	2024 $'000
Depreciation expense of right-of-use assets	2,251	1,895
Interest expense on lease liabilities	394	19
Variable lease payments, not included in the measurement of lease liabilities	121	191
Total amount recognised in the Statement of Comprehensive Income	**2,766**	**2,105**

The Commission had total cash outflows for leases of $2,656,344 (GST inclusive) in FY2024-25 (FY2023-24 $2,784,922).

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 2023	
Cost (gross carrying amount)	4,736
Accumulated amortisation and impairment	(3,672)
Net carrying amount	1,064
Year ended 30 June 2024	
Net carrying amount at beginning of year	1,064
Additions	426
Disposals	(1)
Amortisation (recognised in "depreciation and amortisation")	(313)
Net carrying amount at end of year	1,176
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	(1)
Amortisation (recognised in "depreciation and amortisation")	(383)
Net carrying amount at end of year	**903**
At 30 June 2025	
Cost (gross carrying amount)	5,188
Accumulated amortisation and impairment	(4,285)
Net carrying amount	**903**

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	
	2025	2024	2025	2024
	$'000	$'000	$'000	$'000
Accrued salaries, wages and on-costs	--	--	514	414
Personnel services payable	514	414	--	--
Creditors	112	128	140	128
	626	542	**654**	542

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	
	2025	2024
	$'000	$'000
Current Lease liabilities	2,062	1,763
Non-Current liabilities	6,887	8,435
	8,949	10,198

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	
	2025 $'000	2024 $'000	2025 $'000	2024 $'000
Employee benefits and related on-costs				
Annual leave including on-costs	21	60	1,327	1,360
Long service leave on-costs	--	--	816	806
Provision for personnel services	2,099	2,126	--	--
Paid parental leave provision	--	--	65	96
	2,120	2,186	**2,208**	2,262

Current annual leave obligations expected to be settled after 12 months	133	136
Current long service leave obligations expected to be settled after 12 months	82	81

The liability is based on leave entitlements at 30 June 2025 using remuneration rates payable post 30 June 2025.

Other Provisions				
Restoration costs	724	681	724	681
Total other Provisions	**724**	681	**724**	681

Law Enforcement Conduct Commission and consolidated figures are shown together as they are not materially different.

	Consolidated	
	2025 $'000	2024 $'000
Aggregate employee benefits and related on-costs		
Provisions – current	2,126	2,181
Provisions – non-current	82	81
Accrued salaries, wages and on-costs (Note 12)	514	414
	2,722	2,676

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	
	2025 $'000	2024 $'000
Movements in provisions (other than employee benefits)		
Restoration costs		
Carrying amount at 1 July	681	595
Unwinding/change in discount rate (Note 5)	43	86
Carrying amount at 30 June	**724**	681

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 the use of a nominal approach, plus the annual leave on annual leave liability (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 make good 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	
	2025	2024	2025	2024
	$'000	$'000	$'000	$'000
Within one year	--	18	--	18
Total (including GST)	--	18	--	18

There is nil capital commitment as at 31 June 2025. Capital commitments for 2024 include input tax credits of $1,812 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 lower than budget. The Commission did not draw down its full appropriation due to lower than budgeted employee related expenses resulting from carrying of 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 software license fees, consultancies, contractors, and travel, etc. Higher finance costs from new accommodation leases also contributed to the lower net result.

Assets and liabilities
Net assets are lower than budget due to both lower than budgeted total assets and higher than budgeted total liabilities. Liabilities are higher due to increased accrued payables and a small increase in current employee provisions.

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	
	2025 $'000	2024 $'000	2025 $'000	2024 $'000
Net cash generate from operating activities	2,776	3,385	2,880	3,387
Depreciation and amortisation	(3,344)	(3,058)	(3,344)	(3,058)
Decrease/(increase) in provisions	23	(252)	10	(353)
Increase/(decrease) in prepayments and other assets	(514)	202	(577)	274
Decrease/(increase) in payables	(84)	(62)	(112)	(35)
Net gain/(loss) on assets disposed	37	1	37	1
Net gain/(loss) on lease liabilities disposed	8	--	8	--
Operating result	**(1,098)**	216	**(1,098)**	216

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:			2025 $'000	2024 $'000
Cash and cash equivalents	7	Amortised cost	**202**	349
Receivables[1]	8	Amortised cost	**16**	55

Financial Liabilities	Note	Category	Carrying Amount	Carrying Amount
Class:			2025 $'000	2024 $'000
Payables[2]	12	Financial liabilities measured at amortised cost	**599**	514
Borrowings	13	Financial liabilities measured at amortised cost	**8,949**	10,198

Consolidated

Financial Assets	Note	Category	Carrying Amount 2025 $'000	Carrying Amount 2024 $'000
Class:				
Cash and cash equivalents	7	Amortised cost	**310**	353
Receivables[1]	8	Amortised cost	**25**	55

Financial Liabilities	Note	Category	Carrying Amount 2025 $'000	Carrying Amount 2024 $'000
Class:				
Payables[2]	12	Financial liabilities measured at amortised cost	**628**	514
Borrowings	13	Financial liabilities measured at amortised cost	**8,949**	10,198

[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 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.

The 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 TC 11/12. For small business suppliers, where terms are not specified, payment is made no later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or statement is received. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers, the Commissioner (or person appointed by the Commissioner) may automatically pay the supplier simple interest. No interest was applied during the year.

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 - 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**	**--**
Parent- 2024								
Personnel services payable		414			414	414	--	--
Creditors		128			128	128	--	--
Lease liabilities		10,198			10,198	1,763	8,435	--
		10,740			**10,740**	**2,305**	**8,435**	--
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**	--
Consolidated – 2024								
Accrued salaries and wages and on-costs		414			414	414	--	--
Creditors		128			128	128	--	--
Lease liabilities		10,198			10,198	1,763	8,435	--
		10,740			**10,740**	**2,305**	**8,435**	--

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. 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	
	2025	2024
Short term employee benefits:	$'000	$'000
Salaries	1,561	1,584
Post-employment benefits	137	127
Total remuneration	**1,698**	1,711

Based on Treasury Circular TPG23-16 and AASB 124, the Commission has determined its key management personnel (KMP) to 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 entities.

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 2024–25 were:

	Consolidated	
	2025	2024
	$'000	$'000
NSW Government Property (accommodation at 111 Elizabeth Street, Sydney)	2,403	2,494
	2,403	2,494

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 other 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.

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7.1 Appendix 1: Statutory reporting compliance

Section of the LECC Act	Reporting requirement	2024–25 Annual report
Section 139(2)(a)	Description of the types of matters that were referred to the Commission	Chapter 3.1 – Assessing complaints
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 – Assessing complaints
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 3.3 – Oversight and critical incident monitoring
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 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 3.4 – NSW Crime Commission

Section of the LECC Act	Reporting requirement	2024–25 Annual report
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 3.5 – 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 3.5 – Legal matters Appendix 3 – Prosecutions in 2024–25 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 3.3 – Oversight and critical incident monitoring Chapter 3.6 – Prevention and 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 3.4 – 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 3.8 – 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 2024–25.

Powers and functions	2024–25
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	23
Section 55 – Requiring a person to attend before an officer of the Commission and produce a specified document or other thing	105
Section 58 – Commission may authorise an officer of the Commission to enter and inspect premises etc	0
Section 63 – Examination days (public)	0
Section 63 – Examination days (48 private examinations conducted)	34
Section 69 – Commissioner may summon a person to appear before the Commission and give evidence or produce documents or other things	55
Section 79(1) – Authorised justice may issue search warrant	5
Section 79(2) – Commissioner may issue a search warrant	0
Section 84 – Number of warrants obtained under the *Surveillance Devices Act 2007* (NSW)	9
Section 99(3) – Requirement for the NSW Police Force to investigate a misconduct matter	35
Section 102 – Commission request for information relating to a misconduct matter (total from Assessments and Oversight)	459
Section 103 – Commission request for information concerning the timely investigation of misconduct matter	0
Section 104 – Commission may request further investigation of misconduct matter	19
Section 105 – Commission may request a review of the decision on action to be taken as a result of the misconduct matter	27
Section 132 – Reports on examinations	4
Section 134 – Commission may report on Commissioner of Police's or Crime Commissioner's decision on Commission's request	0
Section 135 – Report following Commission's investigation of misconduct matter relating to police	3
Section 138 – Special reports of Commission	3
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 LECC in deciding how to investigate or deal with the misconduct matter	71

Powers and functions	2024–25
Under the *Law Enforcement (Controlled Operations) Act 1997*(NSW)	
Section 6 – Applications granted by the Commission for authority to conduct controlled operations	0
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	0
Section 9 – Applications granted for variation of assumed identity	0
Section 9 – Applications granted for cancellations of assumed identity	0
Under the *Telecommunications (Interception and Access) Act 1979* (Cth)	
Section 46 – Warrants used for the interception of communications	21
Section 116 – Warrants issued for access to stored communications	2
Under the *Surveillance Devices Act 2004* (Cth)	
Number of surveillance device warrants obtained	0

7.3 Appendix 3: Prosecutions in 2024–25 arising from Commission investigations

There were no prosecutions in 2024–25 arising from Commission investigations.

7.4 Appendix 4: Statistical data on GIPA applications

Table A: Number of applications by type of applicant and outcome[16]

	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	3	0	0	0	0	0
Members of the public (other)	0	3	0	0	1	0	0	0

16 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[17]	0	3	3	0	0	0	0	0
Access applications (other than personal information applications)	0	0	0	0	1	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)	6
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

17 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[18]
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	6
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)	5
Decided after 35 days (by agreement with applicant)	0
Not decided within time	2

18 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[19]	0	0
Internal review following recommendation under section 93 of Act	0	0
Review by NCAT	0	0
Total	0	1

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
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	38

19 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 2024–25

Publication title	Publication type	Date published
Operation Harrisdale – Final Report	Section 132 LECC Act – Report to Parliament	18 July 2024
Fundamental Principles of Australian Anti-Corruption Commissions	Corporate and Governance	31 July 2024
Operation Tambre – Final Report	Section 132 LECC Act – Report to Parliament	2 August 2024
Joint NSWPF and LECC Protocol on the provision disclosure and use of documents and information in critical incident monitoring	Corporate and Governance	12 August 2024
Operation Pamir – Final Report	Section 132 LECC Act – Report to Parliament	18 October 2024
Covert Search Warrants & Preventative Detention Orders: *Review under the Terrorism (Police Powers) Act 2002* (NSW) July 2020 – June 2023	Legislative Review under s 36 of the *Terrorism (Police Powers) Act 2002* (NSW)	22 November 2024
Review of the NSW Police Force's use of Advice and Guidance as a form of management action	Section 138 LECC Act – Report to Parliament	11 December 2024
Mandatory Disease Testing Policy	Corporate and Governance	5 February 2025
Review of NSW Police Force body-worn video policy and practice	Section 138 LECC Act – Report to Parliament	5 March 2025
Memorandum of Understanding between the LECC and NSW State Coroner	Corporate and Governance	11 April 2025
Bail compliance checks in NSW - Final Report	Section 138 LECC Act– Report to Parliament	17 April 2025
Agency Information Guide	Corporate and Governance	20 June 2025
Operation Eacham – Final Report	Section 132 LECC Act – Report to Parliament	23 June 2025

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