

Dr. Tim Read MP  
Chair, Integrity and Oversight Committee  
Parliament of Victoria  
Parliament House, Spring Street  
East Melbourne Victoria 3002  
Via email: [ioc@parliament.vic.gov.au](mailto:ioc@parliament.vic.gov.au)

13 April 2026

Dear Tim

**Re: Questions on Notice for the Integrity and Oversight Committee's Inquiry into the Performance of the Victorian integrity agencies 2023/24 and 2024/25**

Thank you for your letter dated 19 March 2026 requesting the Parliamentary Workplace Standards and Integrity Commission's (PWSIC) responses to the Committee's Questions on Notice. Our responses are set out below.

1. Can you provide a chart/diagram or information detailing your organisational structure during the 2024/25 financial year, including information about who was responsible for PWSIC's budget for this period and how it was delegated/communicated to the Commissioner.

During the 2024/25 financial year, the Parliamentary Workplace Standards and Integrity Commission (the Commission) was in its establishment phase supported administratively by the Department of Premier and Cabinet (DPC). Three establishment staff were recruited by DPC in November 2024 and formally seconded to the Commission from 2 January 2025. DPC did not provide any operational direction to establishment staff. Two Commissioners - Mr David Wolf (Chair and Commissioner) and Ms Natasha de Silva (Commissioner) - were appointed and commenced in the first week of January 2025.

Under the *Public Administration Act 2004*, the Chair Commissioner is also the Commission's Chief Executive Officer and public service body head, with responsibility for corporate and financial governance.

**Budget responsibility and delegations**

For the 2024/25 financial year, appropriation funding of \$2.9 million was provided to DPC as a Treasurer's Advance, with the Commission commencing on 31 December 2024. Total expenditure for this period was \$2.27 million which included establishment costs, with \$0.6 million carried over to 2025/26. Corporate financial reporting for 2024/25 was consolidated with DPC.

The Commission established its own financial delegations and governance framework, with the Chair Commissioner designated as the Accountable Officer and corporate decisionmaker, with the Commission collectively responsible for operational matters relating

to referrals. While the Commission initially utilised DPC financial systems and other corporate services, information and decision-making processes were kept entirely separate.

### Organisational structure

As of 30 June 2025, the Commission comprised 5.7 FTE staff and two Commissioners. Staff included the Director Operations, Manager, Senior Complaints Officer, Principal Legal Officer, Communications and Engagement Lead, and Business Support Officer. A diagram of the organisation structure during 2024/25 is included in the Appendix.

2. At the hearing with the Committee on 2 February 2026, you detailed the stakeholders you have prioritised engaging with in the establishment of the PWSIC. Can you please advise what activities you have undertaken thus far to engage with each of the following cohorts:

Consistent with the Commission's proactive and educative function under the *Parliamentary Workplace Standards and Integrity Act 2024* (Vic), the Commission has undertaken extensive engagement activities with priority audiences and stakeholders. This includes both delivered activities and targeted outreach. Tailored briefing sessions were offered to all members of parliament, including the crossbench, and activities delivered were informed by Member feedback from early education sessions, particularly requests for practical and interactive guidance.

#### a. Members of Parliament

The Commission has prioritised awareness, education and practical support for Members across government, opposition, and the crossbench. Activities offered and undertaken include:

- **Two whole-of-Parliament information sessions** delivered in January and August 2025 (with the Parliamentary Integrity Adviser)
- **Three party-specific sessions** (delivered jointly with the Parliamentary Integrity Adviser and Parliamentary Ethics Committee), including scenario-based examples of the Members' Code of Conduct
- **Written guidance** distributed via email, in person, and available on the Members Intranet through DPS, and the Commission's public website, [pwsic.vic.gov.au](http://pwsic.vic.gov.au), including fact sheets
- **Physical mailouts to all Members** promoting guidance, reporting pathways, and access to advice (via PWSIC and the PIA).

#### b. Employees working within the Parliamentary Precinct

- **Presentations to Department of Parliamentary Services** (DPS) all-staff forums and executive leadership briefings
- **Presentation delivered at a joint all-staff meeting of the Legislative Assembly and Legislative Council departments**, engaging with parliamentary officers and clerks.
- Intranet content published for DPS staff, including guidance on the Commission's role.

#### c. Electoral office staff

- **Two state-wide town hall sessions** delivered for electorate officers

- **Three in-person electorate office visits**, undertaken in person by invitation of members of parliament
- **Written materials** distributed via mailout to all electorate offices, emails and in person, including guidance on reporting pathways.

d. Employees in the Victorian Public Service

- **Collaborative engagement** with IBAC, VO, OVIC, VEC, VPSC, and Victoria Police on guidance alignment, referral pathways, and jurisdictional boundaries
- **Ongoing work** to develop shared education approaches, including joint training opportunities.

e. Members of the public

- Public facing website launched 31 December 2024, with a secure and anonymous reporting function.
- **Online guidance materials** published and regularly updated on the PWSIC website.

3. What measures have you undertaken or are developing to assess your education initiatives?

The Commission is developing measures to assess the effectiveness of its education initiatives. This includes ongoing collaboration with the Parliamentary Integrity Adviser (PIA) and the Parliamentary Ethics Committee (PEC) to assess effectiveness, identify emerging focus areas, and refine education content across the parliamentary integrity system.

The Commission also seeks in-person feedback from Members, the PIA, the PEC, and session participants to understand the clarity, accessibility, and usefulness of its guidance materials and engagement activities. Feedback is incorporated into continuous improvements to education content and delivery.

4. What processes do you have in place to provide procedural fairness opportunities before a report is provided to the respective Privileges Committees or the Premier?

Before a report is provided to a Privileges Committee or the Premier, the Commission has a duty to provide procedural fairness to any person who may be the subject of an adverse finding in a Commission's report.

Where the Commission intends to make an adverse finding about a person, the Commission must provide that person with either the full draft investigation report or a redacted version, containing sufficient information for them to understand the proposed finding and the evidence supporting it. The person is given a minimum of seven calendar days to respond, with extensions provided if required.

All responses are carefully considered before the Commission makes any finding. The Commission will set out the response in the investigation report against any relevant finding. This may include summarising or appending the person's response to the report. Procedural fairness is embedded throughout the Commission's investigation processes.

5. You stated at the hearing on 2 February 2026 that you have decided to contract in specialist resources on a needs-basis. What processes have you developed for assessing when the need arises for contracting specialist resources and for conducting the procurement process?

The Commission uses a staffing model focused on core roles, with specialist expertise engaged on an as-needed basis to supplement internal capability. This approach enables the Commission to retain a lean and sustainable staffing profile, while drawing on additional expertise and resources for specific operations or peak workload periods. For example, this may include engaging specialist investigators, mediators or temporary complaint handling staff, where required, to support the Commission's functions.

Assessments of the need for specialist resources occur through the Commission's operational processes and caseload analysis.

The Commission has a stringent process for procuring specialist expertise, including:

- requiring adherence to all Commission policies, delegations, and confidentiality obligations
- requiring proof of a Baseline national security clearance and/or an active police check
- requiring adherence to strict information security policies and systems
- completion of conflict-of-interest declarations, including screening for potential political bias to ensure impartiality of operational processes
- requiring relevant sector expertise, such as experience with integrity investigations or public sector workplace mediation.

The procurement process follows Victorian Government procurement principles, including value for money, accountability, probity, and scalability. The Commission selects the specialist resource based on the requirements of the matter.

External contractors are onboarded as 'officers of the Commission' and are beholden to the Commission's legislated confidentiality requirements and principles. Contractors report to Commission officers, and conduct work only at the direction of the Commission.

6. What intention do you have to consult with the Committee in the development of the Budget Paper 3 measures that the PWSIC will adhere to in to 2026/27 financial year?

The Commission is working with the Department of Treasury and Finance on its 2026/27 Budget Paper 3 (BP3) measures, which have been approved by the Treasurer and will be provided to the Committee separately.

7. What court processes are available to referrers and subjects of referrals if they disagree with the outcome of the referral?

Individuals may seek their own legal advice regarding potential avenues available under administrative law. This may include options such as judicial review in the Supreme Court of Victoria. The Commission cannot provide advice on specific legal remedies or represent parties in considering such options.

8. In your investigation report tabled in September 2025 you stated that during the investigation a technical issue arose that may cause ambiguity regarding investigation request notices, and this was identified by Integrity Oversight Victoria. What process regarding issuing investigation request notices have you established to avoid such ambiguity in the future?

All investigation request notices issued by the Commission are subject to strong governance and procedural controls designed to ensure clarity, consistency, and legal compliance.

All investigation requests require Commissioner-level approval and are supported by a detailed written decision rationale, which considers welfare impacts, human rights obligations, and the necessity and relevance of the information sought.

Following the identification of the ambiguity, the Commission undertook targeted remedial action to address the specific issue raised, including:

- **Reviewing and updating the investigation procedure and all associated templates** to remove any ambiguity by specifying that a Commissioner must sign any investigation request
- **Undertaking a full review of the relevant instrument of delegation and supporting staff guidance** to ensure clarity of authority, consistency of practice, and ongoing legal compliance.

The Commission operates with a strong focus on fairness, confidentiality, and legislated requirements, informed by consultation with Integrity Oversight Victoria (IOV).

Following each investigation request, the Commission provides IOV with:

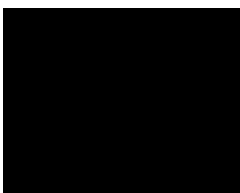
- A copy of the request
- The decision rationale report
- Interview recordings or transcripts, where relevant.

IOV reviews these materials and provides procedural feedback. The Commission incorporates relevant feedback where necessary to improvement templates and processes.

In addition to the specific improvements outlined above, the Commission continues to enhance its policies, processes, templates, and fact sheets through regular internal reviews, advice from IOV, and feedback from individuals involved in Commission processes.

The Commission remains committed to supporting the Committee's work and ensuring transparency across all aspects of our operations. Should the Committee require further detail on any item, or wish to discuss any matter in more detail, the Commission welcomes contact via the below details.

Sincerely



**David Wolf**  
**Commissioner and Chair, PWSIC**



## Appendix

### PWSIC Organisation chart

