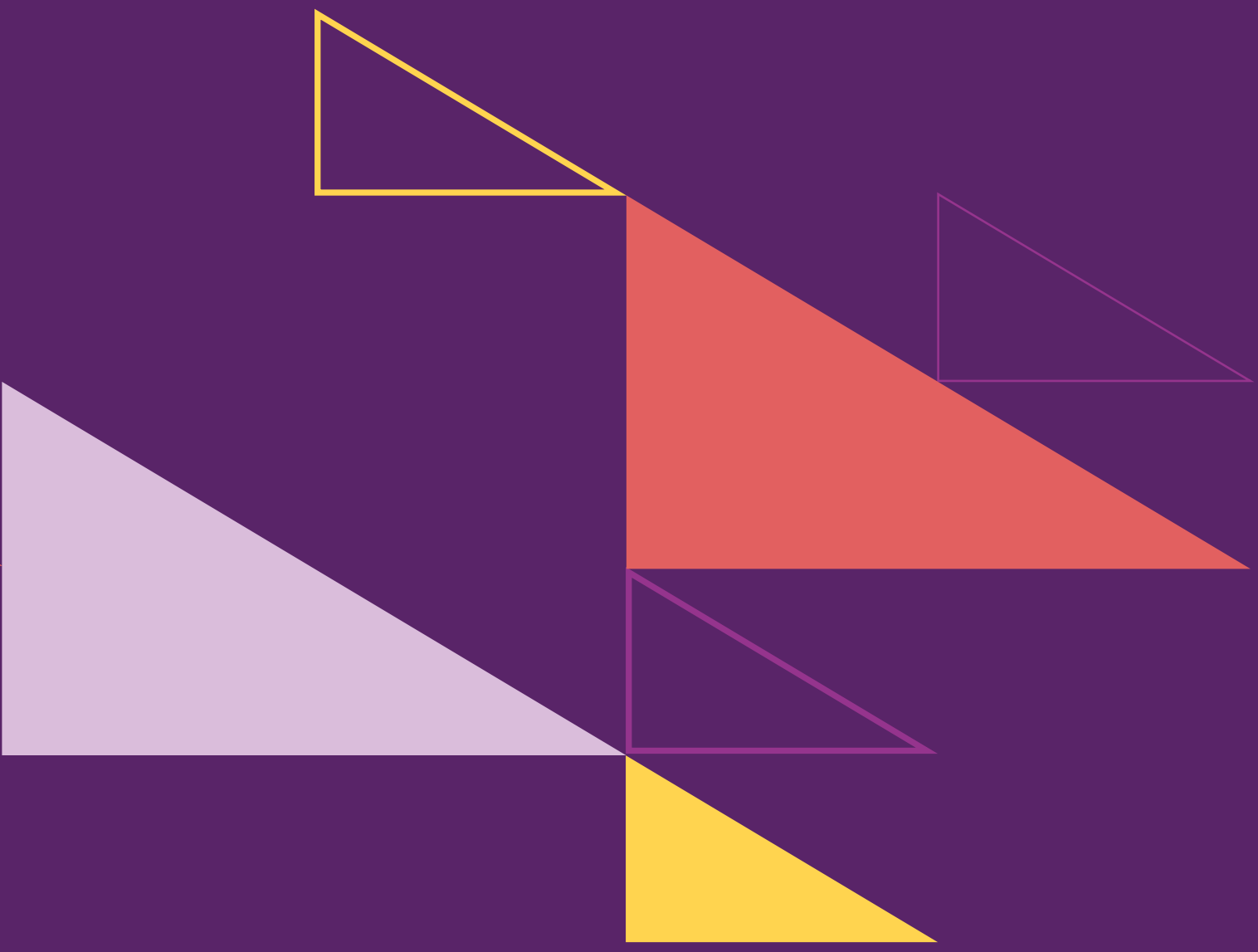
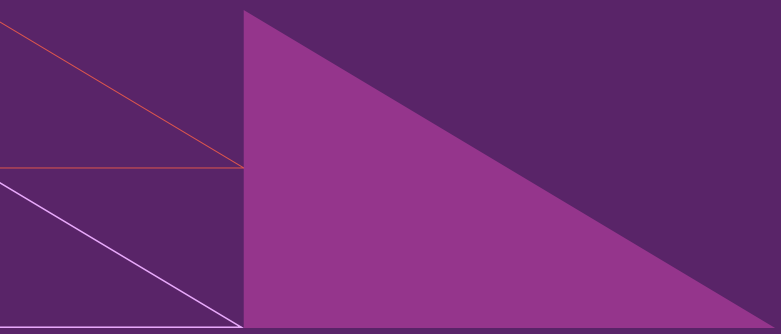
ibac | Strengthening Victoria's Integrity

Annual Plan 2024/25



Acknowledgment

IBAC acknowledges the Traditional Custodians of the lands on which we work and pays respect to Elders past, present and emerging. We recognise and celebrate the diversity of Aboriginal peoples and their ongoing cultures and connections to the lands and waters of Victoria.



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Accessibility

If you need this information in an accessible format, telephone **1300 735 135** or email **communications@ibac.vic.gov.au**

This document can also be found on our website **www.ibac.vic.gov.au**

Alternatively, contact the National Relay Service on **133 677** (**www.relayservice.com.au**)

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1. Our core work

Our purpose is to:

- educate the public sector, police and community about the harm caused by public sector corruption and police misconduct
- receive and assess complaints and notifications about alleged public sector corruption and police misconduct
- identify, investigate and expose public sector corruption and police misconduct
- provide support to improve public sector and police capability to prevent corruption and police misconduct.

Given this broad remit, we seek to maximise our impact and public value by focusing our efforts in line with our organisational strategy: *The IBAC Plan 2021–25*.

2. The IBAC Plan 2021–25

***The IBAC Plan 2021–25* (The IBAC Plan) describes our vision, mission, public value outcomes, values, guiding principles and strategic direction. The full plan is available on the IBAC website.**

Vision

A public sector and police that act with integrity for all Victorians

Mission

Strengthening Victoria's integrity

Public value outcomes

Strengthen trust in the public sector and police

A strong integrity culture across Victoria

Collective ownership in preventing corruption and misconduct

Values

LEAD BY EXAMPLE
We hold ourselves to the same high standards that we expect of others. We take responsibility for our behaviour, decisions and actions.

ACT IMPARTIALLY
We're objective and consistent in our actions, always speaking up and making decisions in service of the Victorian community.

WORK TOGETHER
We trust, respect, and leverage each other's expertise, sharing information and collaborating to support our common purpose.

BEHAVE WITH RESPECT
We listen to understand other points of view, and we care for others, treating them with fairness and empathy.

STRIVE FOR EXCELLENCE
We challenge ideas together to improve, and we learn from our mistakes as much as our successes.

Guiding principles

We collaborate

We believe that acting in the interests of Victorians should be at the centre of all we do

We are intelligence led

Strategic pillars

An independent, fair and trusted integrity agency

A targeted approach to police misconduct

A progressive and connected workplace

A collaborative way forward

3. Our strategic focus areas

We prioritise key police misconduct and public sector corruption risks, enabling us to better target our prevention and exposure work. These are reviewed annually to consider emerging risks. There are five strategic focus areas to guide our operational activity in 2024/25.

Police integrity

- High-risk police stations and specialist police teams
- Excessive use of force, including use of force on people at risk (inclusive of use of force by public sector)
- Police responses to family violence incidents and predatory behaviour perpetrated by police

Public sector integrity

- High-risk public sector agencies, including those managing high-value matters
- Corrections and youth justice



3.1 Police

IBAC has a key role to play in upholding integrity standards and preventing police misconduct. Our work is targeted and transparent to better meet the needs of Victorians, including those who may be vulnerable.

In 2024/25 police focus areas, we will:

- publish special reports on Victoria Police's use of force and on police perpetrated family violence
- undertake an advertising campaign to increase awareness about IBAC's police oversight role, with a focus on Victorian communities in greater Melbourne, highlighting how members of the community can report suspected police misconduct or provide information anonymously
- build on the effectiveness of our Focus Police Complaints Pilot and embed a dedicated, multi-disciplinary approach to investigating single incident police complaints
- refresh our Victoria Police Education Program
- review Victoria Police investigations to assess if they've been conducted in a way that is thorough, impartial and fair in areas including police body worn camera activation, the use of force relating to non-fatal police shootings and family violence incidents, and predatory behaviour perpetrated by police
- examine how Victoria Police handles misconduct allegations arising in civil litigation
- publish a prevention resource highlighting risks associated with the conducted energy device (Taser) roll-out by Victoria Police
- examine how children and young people are treated in police custody.



3.2 Public sector

We are an independent integrity agency working towards eliminating public sector corruption in Victoria. We do this by not only investigating allegations of corruption but also educating and building the capability of the public sector to actively resist corrupt conduct and sharing our insights on Victoria's corruption landscape.

This year will establish a new focus area on corrections and youth justice due to the unique and inherent corruption risks and vulnerabilities associated with increasing prisoner populations, including outsourced prison management and privately employed custodial officers and community corrections officers.

We will also continue our focus on agencies that are more likely to be vulnerable to corruption because they hold valuable information that could be misused or because they are responsible for high-value investments, planning, outsourcing of public services delivery or allocation of funding.

In 2024/25 IBAC will:

- publish key findings from IBAC's Strategic Assessment of the Victorian Public Sector and Local Government to help identify information and trends that can inform IBAC's operations and prevention priorities
- develop a further suite of sector risk profiles for government sectors to help inform them about their specific corruption risks and vulnerabilities and how to prevent corruption and misconduct
- develop a system to identify public sector agencies at higher risk of exposure to corruption
- examine corruption risks and vulnerabilities related to the corrections and youth justice sector, including:
  - analysing open source and IBAC research, data and intelligence
  - commencing a project to examine corruption risks, such as unlawful use of force, in the treatment of children and young people in corrections and youth justice settings (as raised in our 2021 *Special report on corrections*)
  - exploring the education and engagement needs of corrections and youth justice to determine issues and IBAC's response.

4. Our strategic initiatives

In 2024/25, five strategic initiatives will deliver the final year of The IBAC Plan. These initiatives include: continuing to implement our intelligence framework and external communication and reporting framework; continuing to embed a more complainant-focused approach to our work and; implementing new Victoria Police external oversight powers, including human source management.



4.1 Police and public sector integrity strategic initiatives

Implementation of complainant experience, intelligence framework, and external communication and reporting framework

This multi-year program is developing and implementing the operating frameworks that underpin our operating model. In 2023/24 we implemented the public interest disclosures and investigations frameworks and finalised the intelligence and external communication and reporting frameworks. We also continued our work to enhance complainant experience.

In 2024/25 we will complete implementation of the intelligence and external communication and reporting frameworks and further enhance the complainant experience. These frameworks include changes to better manage complaints, intelligence and external reports about IBAC investigations.

Complainant experience

This multi-year program seeks to build and support stronger complainant-centric approaches to the assessment of complaints and notifications by IBAC. Throughout the year, in addition to the work forming part of the project, we will continue to identify ways to improve IBAC's engagement with complainants through staff training and improvements to assessment processes.

In 2024/25 we will:

- deliver phase two of trauma-informed practice, including a trauma-informed practice complaint management model, enhanced trauma-informed resources and letters, and a staff training program
- implement phase two of a new complaint form, being the user interface, and explore options to enhance functionality of reporting via our website
- enhance the complaint outcome correspondence process
- improve complaints coordination and triage.

Implement intelligence framework

The intelligence framework provides a vision for a common and consistent IBAC-wide approach to intelligence activities as well as guidance for the development of our intelligence capability. Embedding the framework will maximise the efficiency and effectiveness of IBAC's prevention and exposure work.

In 2024/25 we will:

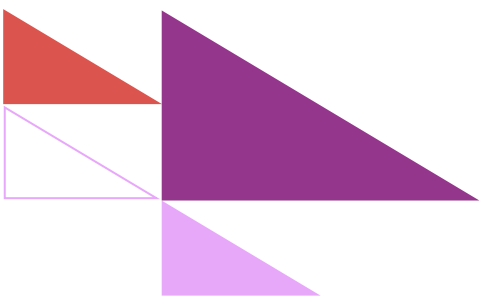
- complete implementation of the framework
- establish or update associated policies, procedures and templates.

Implement external communication and reporting framework

IBAC's reporting activities communicate details of our work to achieve our objectives to prevent and expose police misconduct and public sector corruption. This will be achieved through accurate, evidence-based statements of facts and findings, objective and insightful discussions of police misconduct and corruption risks, and include robust reform proposals.

In 2024/25 we will:

- implement the new framework, including new governance arrangements
- update associated templates, policies and procedures.



4. Our strategic initiatives (cont.)

Community engagement strategy

This multi-year strategy will build on the work of IBAC's Focus Communities Strategy, to strengthen our connection and increase engagement with the Victorian community. It will focus on communities that have traditionally been hard to reach, to enable more Victorians to understand IBAC's role and how to report corruption and police misconduct.

In 2024/25 we will begin to implement the strategy, with actions focused on more meaningful engagement with Victoria's Aboriginal and Torres Strait Islander communities.

Implement new Victoria Police external oversight powers, including human source management

An important function of IBAC is the oversight of certain powers exercised by Victoria Police. This oversight is performed by a dedicated team and includes both inspection and reporting powers. The scope of matters that fall within IBAC's external oversight function continues to grow.

In 2024/25 we will:

- continue to consult with government on legislative reform measures to enhance our oversight of Victoria Police
- implement new compliance monitoring and oversight functionsr elating to Victoria Police powers, including human source management and Firearm Prohibition Orders by:
  - mapping inspection requirements and developing inspection procedures
  - liaising with Victoria Police to understand how their systems and processes can be used to acquit our oversight function
  - recruiting and training new team members
  - updating IBAC's inspection and reporting schedule to incorporate additional reviews, inspections and reports.

Organisational enablement strategic initiatives

In 2024/25, we will continue supporting our staff to lead and pursue interesting career pathways and invest in appropriate systems, processes and infrastructure.

We use our data capability, insight and feedback to hold ourselves accountable, and monitor and continuously improve the impact of our work.

People strategy

Our people strategy outlines how we will utilise the talents and ambitions of our staff to realise our strategic goals. The multi-year strategy has been separated into three key streams:

- People: we will ensure we have the right people in the right roles at the right time through enhancing recruitment and employee onboarding.
- Culture: we will build a more inclusive and connected workplace by embedding our newly defined values into every aspect of our work and continuing to provide a safer, fairer and more inclusive workplace.
- Capability: we will strengthen individual and organisational expertise by providing our leaders with leadership tools and expanding internal career pathways and development opportunities.

In 2024/25 we will continue to deliver training programs to support our preferred culture. We will also:

- complete an organisation-wide technical training needs analysis
- commence a succession planning program to build on the leadership development program commenced in 2023/24
- deliver the Mental Health Framework to better support the psychological safety needs of our staff.

Data governance maturity

We will continue to modernise the quality, security, availability and useability of our data assets to support a 'single source of truth' where everyone across the organisation bases their decisions on the same data. This includes building upon the IBAC information and data management framework, which is aligned to the industry best practice Data Management Body of Knowledge Framework.

In 2024/25 we will continue to:

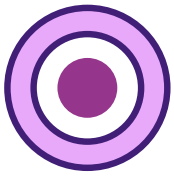
- build our data architecture, analytics and administration capabilities
- evolve data maturity by establishing architecture and foundational infrastructure, converting data collection to data analysis and providing confidence and assurance that our data is accurate
- integrate data by connecting various systems data to a centralised data repository, with connections to reporting.

5. Our performance targets

We are accountable to the Victorian community, via Parliament, for undertaking IBAC's statutory purposes and functions in a financially efficient, effective and economical way, including through monitoring the delivery of our services and objectives.

In 2023/24, we established a new organisational performance management system committed to:

01



Achieving our objectives
(purpose, mission, vision and strategy)

02



The equitable, effective, efficient and economical discharge of our functions

03



Considering the diverse range of needs of the people we interact with

04



Continuous improvement

5. Our performance targets (cont.)

To meet this commitment, IBAC has refreshed its performance measures and adopted new performance criteria that align with government requirements[1] and best practice.[2]

Criteria		Description
1. Equity		Whether our services are equally accessible to everyone in the community regardless of personal characteristics such as cultural background or location
2. Effectiveness	Overall	How well the outputs of our services meet their delivery objectives
	Accessibility	How easily the community can obtain our services (and how quickly we can respond)
	Appropriateness	How well our services meet the reasonable needs of people we interact with
	Quality	Whether our services are suited to their purpose and conform to specifications
3. Efficiency		How well our services use resources to produce outputs to achieve desired outcomes
4. Economy		How well our services are delivered at the lowest possible cost without compromising quality

In 2024/25 we will:

- evaluate the effectiveness of the The IBAC Plan in achieving our strategic objectives
- establish new measures to better demonstrate our service delivery performance, including for:
  - complaint assessment quality, efficiency and economy
  - the degree that our complaints services are used by people from community groups that IBAC finds more challenging to involve in prevention education
- explore, and where practical establish data collection capability to strengthen our ability to measure service equity, quality, efficiency and economy across other services
- build new digital organisational performance dashboards to support our leaders to monitor our performance as we strive to improve our services, leadership, people capability, systems and processes.

1 Department of Treasury and Finance 2024, Resource Management Framework, web page, Melbourne, viewed [17 June 2024], www.dtf.vic.gov.au/planning-budgeting-and-financial-reporting-frameworks/resource-management-framework.
2 Productivity Commission 2023, Report on Government Services 2023, web page, Canberra, viewed [17 June 2024], www.pc.gov.au/ongoing/report-on-government-services/2023/approach/performance-measurement.

5.1 Integrity services

Monitoring the following key performance indicators helps us achieve our public purpose through the equitable, effective, efficient and economical discharge of our integrity functions.

Prevention education and engagement					
Objective	**Criteria**		**Performance measure**	**Target**	
				Public sector	**Police**
To educate the public sector, police and community about the harm caused by corruption and police misconduct	**Effectiveness**	**Overall**	% of IBAC prevention forum and event attendees who intend to apply learnings	85	90
		Accessibility	Number of corruption prevention initiatives and activities delivered by IBAC, including reports, prevention resources, campaigns, forums and events (BP3)[3]	120 (overall)	
				40[4]	40[4]
		Appropriateness	Average satisfaction with corruption prevention forums and events delivered by IBAC for a public sector (including police) audience (BP3)	95%	
			Average satisfaction with corruption prevention forums and events delivered by IBAC that are open to the public (BP3)	75%	

Complaint assessments					
Objective	**Criteria**		**Performance measure**	**Target**	
				Public sector	**Police**
To assess complaints and notifications about public sector corruption and police conduct	**Effectiveness**	**Accessibility**	Public interest disclosure complaints and notifications assessed within 30 days (BP3)	70%	70%
			Complaints or notifications about public sector corrupt conduct (excluding police personnel conduct and police personnel corrupt conduct) assessed by IBAC within 45 days (BP3)	60%	-
			Complaints or notifications about police personnel conduct and police personnel corrupt conduct assessed by IBAC within 45 days (BP3)	-	60%

3 Budget Paper No. 3 output performance measures

4 The number of corruption prevention initiatives can vary each year depending on IBAC focus areas and engagement opportunities available with public sector agencies. Please note that the sum of these two numbers regarding initiatives delivered targeting police or the public sector will be different from the BP3 measure on the overall total number of corruption prevention initiatives delivered by IBAC as the BP3 measure also counts initiatives that target non-public sector or police audiences.

5. Our performance targets (cont.)

Investigations, reviews and recommendations					
Objective	**Criteria**		**Performance measure**	**Target**	
				Public sector	**Police**
To identify, investigate and expose corruption and police misconduct To provide support to improve public sector and police capability to prevent corruption and police misconduct	**Effectiveness**	**Overall**	Number of oversight and investigative activities (including preliminary inquiries, investigations, active monitoring[5] and reviews) completed (BP3)	32	242
		Accessibility	Proportion of standard IBAC investigations completed within 270 days (BP3)	60%	60%
			Proportion of complex IBAC investigations completed within 540 days (BP3)	60%	60%
		Appropriateness	% of section 159 of the IBAC Act recommendations made to recipient agencies that are accepted	85%	85%

5 Active monitoring is only applicable to Victoria Police.

5.2 Organisational enablement

Monitoring the following organisational enablement key performance indicators supports our transition to a more connected, inclusive, and flexible organisation.

Organisational enablement				
Objective	**Criteria**		**Performance measure**	**Target**
Staff are enabled to deliver, monitor and continuously improve services and value to the Victorian community	**Equity**		Capabilities - % difference in the median male and female VPS salary	+/- 5%
			Capabilities - % difference in median male and self-described VPS salary	+/- 5%
			Capabilities - % difference in median female and self-described VPS salary	+/- 5%
	Effectiveness	**Overall**	Leadership - Staff engagement score (People Matter Survey)	66%
		Accessibility	Systems and processes – IT systems uptime (availability of IBAC-managed systems)	99.95%
		Appropriateness	Systems and processes - Lost time injury frequency rate at or below industry standard	2.7
		Quality	Culture - Quality service delivery score (People Matter Survey)	74%
	Efficiency		Governance - % implementation of annual plan	75%
	Economy		Governance - IBAC expenditure variance against budget	+/- 5%
			Governance – Total output cost	$63.6m

6. Our strategic risks

Risk management is an integral part of IBAC's decision making, planning, and service delivery. Our strategic and operational risks are managed in accordance with the Victorian Government Risk Management Framework (VGRMF), which contains a risk analysis process that requires IBAC to analyse the impacts and consequences of identified risks and to examine the controls that it has in place.

As part of the VGRMF, IBAC maintain a risk matrix. The risks and associated controls are monitored and periodically reviewed by IBAC, our internal auditors, and the Audit and Risk Management Committee.

Nine strategic risks have been identified that have the potential to impact the achievement of our objectives.

Strategic risks	
1	Ineffective governance, accountability and decision making
2	Failure to prevent internal fraud, corruption or serious misconduct and meet the standards that we set for those we oversight
3	Material non-compliance with legislative obligations including the *Independent Broad-based Anti-corruption Commission Act 2011* (Vic) and the Public Interest Disclosure scheme
4	Inability to maintain credibility and trust as an integrity agency and effectively manage strategic stakeholder relationships
5	Inability to attract and retain staff and support continuous improvement and delivery of our strategy
6	Operations are disproportionate, poorly executed, ineffective, inefficient or outcomes are poorly communicated
7	Failure to adequately manage safety and wellbeing of staff and people we engage with
8	Ineffective cyber and information security resulting in a significant breach of data protection, privacy or disruption of operations
9	Inadequate resources to deliver business as usual activities and key strategic initiatives

Some strategic initiatives in the Annual Plan strengthen controls for strategic risk management, including:

- Implementation of frameworks – SR1: Ineffective governance, accountability and decision making; SR 6: Operations are disproportionate, poorly executed, ineffective, inefficient or outcomes are poorly communicated (Intelligence and reporting frameworks); and SR7: Failure to adequately manage safety and wellbeing of staff and people we engage with (Complainant experience).
- Community engagement strategy – SR4: Inability to maintain credibility and trust as an integrity agency and effectively manage strategic stakeholder relationships.
- People strategy – SR5: Inability to attract and retain staff and support continuous improvement and delivery of our strategy.
- Data governance maturity – SR8: Ineffective cyber and information security resulting in a significant breach of data protection, privacy or disruption of operations.

IBAC has a range of other strategic risk controls and treatments.

7. Our annual budget

Budget Paper No. 3 2024/25 financial performance statement (budget)

IBAC funding overview

IBAC's funding for the next four years is as follows:

Table 1: IBAC funding overview 2024/25 to 2027/28

Stakeholder	2024/25	2025/26	2026/27	2027/28
	Budget $m			
Appropriation	63.4	64.6	65.8	67.5
Budget and Finance Committee funding	0.2	0.0	0.0	0.0
Total confirmed funding	**63.6**	**64.6**	**65.8**	**67.5**

Operating budget

The confirmed 2024/25 funding of $63.6m includes $0.2m – Budget and Finance Committee approved bid – to allow IBAC to operate effectively and efficiently.

Capital projects

Apart from the cyclical replacement of equipment and computer systems, the 2024/25 plan includes periodic assets replacement, with no significant replacement asset planned for 2024/25. IBAC's assets mainly consist of leasehold improvements, computer systems, and office equipment. IBAC's capital expenditure is funded by depreciation equivalent funding.

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