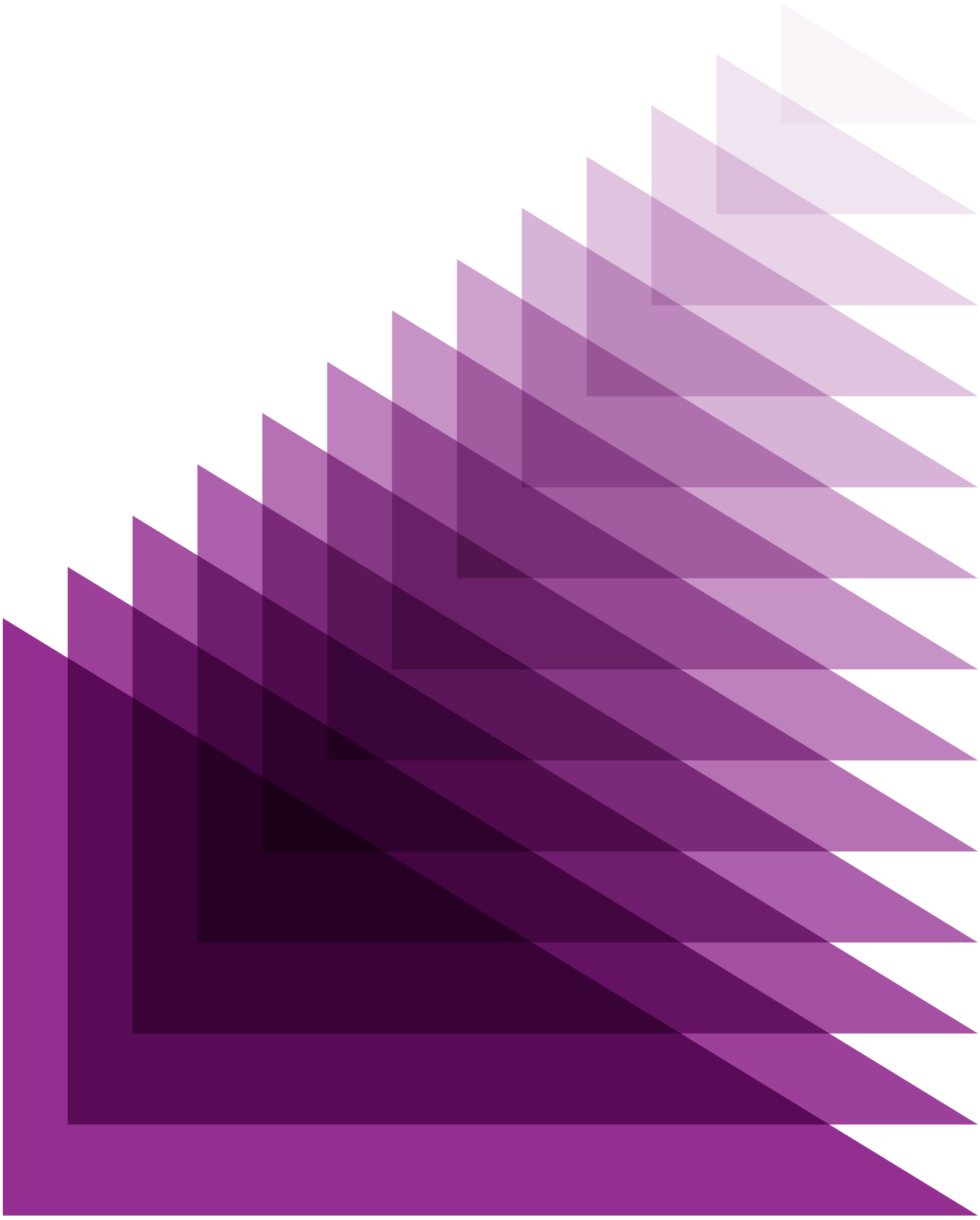
ibac independent broad-based anti-corruption commission
Victoria

# IBAC Annual Plan
## 2022/23



**Acknowledgement**

IBAC acknowledge the Traditional Owners of Country throughout Victoria and pay respect and recognise the contribution from their Elders past and present.

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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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# The IBAC Plan 2021-25

**The IBAC Plan 2021–25 describes our vision, public value outcomes, guiding principles and strategic direction over the next few years. The full plan is available on the IBAC website.**

## Our vision is a public sector and police that acts with integrity for all Victorians.

### Our public value outcomes

- Strengthen trust in the public sector and police
- A strong integrity culture across Victoria
- Collective ownership in preventing corruption and misconduct

### Our 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

### Our strategic pillars




An independent, fair and trusted integrity agency




A targeted approach to police misconduct




A progressive and connected workplace



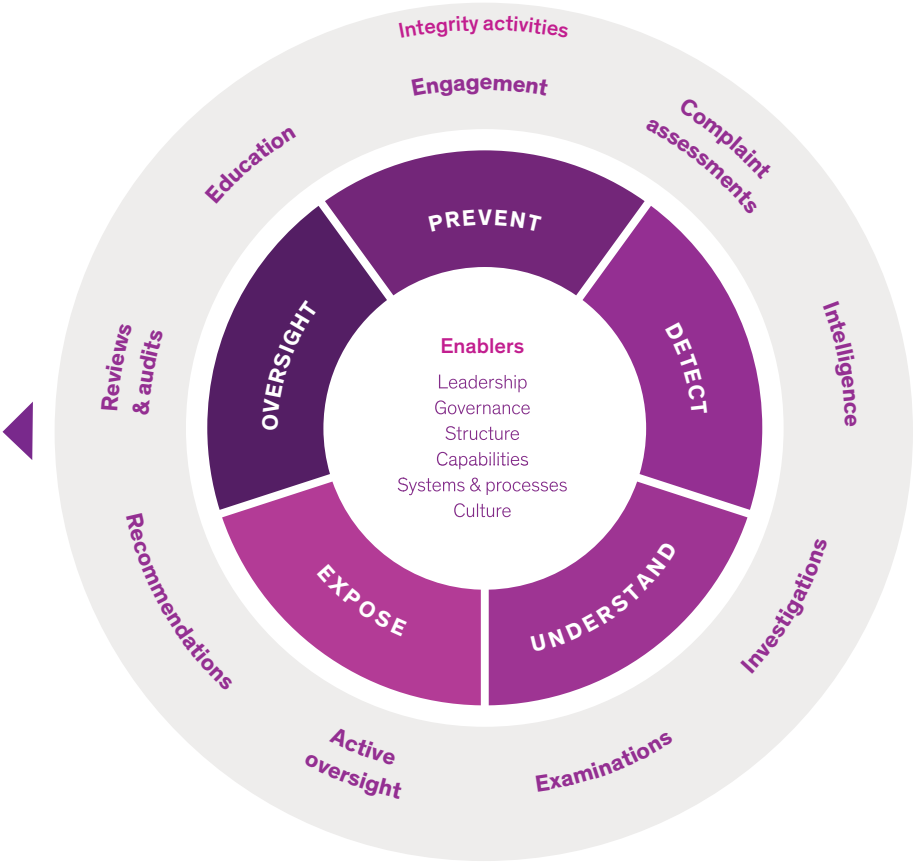

A collaborative way forward

# Our core work

**IBAC will continue its core business of preventing and exposing public sector corruption and police misconduct, while delivering the second year of the IBAC Plan. We work in accordance with IBAC's Operating Model and maintain the agility to respond to emerging priorities.**

**Public value outcomes**

- Strengthen trust in the public sector and police
- A strong integrity culture across Victoria
- Collective ownership in preventing corruption and misconduct



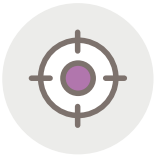

**Beneficiary**
Victorian community

# Our core work (cont.)



## Prevent

We raise awareness about the detrimental effects of public sector and police corruption and police misconduct and how they can be prevented. We also support public sector agencies and Victoria Police through identifying corruption risks, raising awareness and providing tools and education to support them to strengthen their policies, systems and practices to prevent serious corruption and police misconduct.



## Detect

We identify corruption and misconduct through complaint assessments, intelligence and information gathered during our investigations.



## Understand

We gather data, information and evidence to form insights about where and how we should focus our resources. Stakeholder engagement helps to build our understanding and insights about current and emerging risks and issues. Research and intelligence analysis alerts us to trends, emerging corruption risks, and opportunities to improve our work.



## Expose

We undertake investigations, examinations, prosecutions and produce public reports, to expose serious corruption and police misconduct.



## Oversight

We review the implementation of our recommendations, oversight Victoria Police's compliance with relevant legislation and review the investigation of complaints we have referred to the public sector or Victoria Police.

**We gather information and evidence to form insights about where and how we should focus our resources ...**

# Our strategic focus areas

## IBAC has 6 strategic focus areas to guide our operational activity in 2022/23.




### 1. High-risk police units, divisions and regions

We focus on police misconduct and corruption in identified high-risk regions, divisions and work units within Victoria Police. Intelligence will continue to be used to inform investigation priorities and prevention strategies to strengthen IBAC's oversight of Victoria Police and increase its corruption resistance.

### 2. High-risk public sector agencies

We focus on agencies that are more likely to be vulnerable to corruption as 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.

# Our strategic focus areas (cont.)

## 3. Major infrastructure projects

Major infrastructure projects across state and local government involve significant expenditure which can make them vulnerable to corruption. We will continue to build our understanding of the corruption risks of agencies that manage major projects funded by the Commonwealth and Victorian Governments.

## 4. Improper influence

We will continue to prevent and expose improper influence on decision-making in the public sector, with a focus on the influence of lobbyists, donors, government-aligned stakeholders and third-party facilitators. This includes reporting on investigations that highlight the corruption risks presented by improper influence and proposing reforms to strengthen accountability and transparency.

## 5. Use of force on people at risk

We will continue to expose and seek to prevent excessive use of force by police, corrections and other public sector officers against Victorians experiencing vulnerability or marginalisation.

These groups include Aboriginal and Torres Strait Islander peoples, LGBTIQ+, culturally and linguistically diverse community members, and those experiencing mental illness, many of whom may have limited capacity or confidence to report misconduct.

## 6. Police responses to family violence incidents and predatory behaviour

We aim to prevent and expose inappropriate Victoria Police responses to family violence and predatory behavior incidents involving police personnel. Consistent police responses are critical to ensure integrity and ethical standards, to remove any perceived conflicts of interest and reduce the prevalence of these behaviours by police officers and employees.

**We will continue to prevent and expose improper influence on decision-making in the public sector ...**

# Our strategic initiatives

**In Year 2 of the IBAC Plan, we will continue to deliver on our multi-year strategic initiatives.**



# Pillar 1 – An independent, fair and trusted integrity agency

**We are an independent integrity agency working towards eliminating corruption in Victoria. We do this by educating and building the capability of the public sector to actively resist corrupt conduct and sharing our insights on Victoria's corruption landscape.**

**The outcomes of our work into allegations of serious and systemic corrupt conduct translate into practical actions, learnings and recommendations for the public sector to implement.**

To continue to build trust in IBAC and deliver quality services which have an impact, in 2022/23 we will:

## Strategic focus areas

### High-risk public sector agencies

- Build on our 2021 'perceptions of corruption' of Victorian local government employees report, by conducting surveys with Parliamentarians and Councillors.
- Commence a report examining risks associated with agency funding arrangements and grants, building on associated investigations.
- Undertake a strategic assessment of corruption vulnerabilities within water authorities.
- Undertake a thematic review of Corrections Victoria, relating to the use of force and obscuring behaviours.

### Major infrastructure projects

- Undertake an operational assessment of major infrastructure projects to identify corruption risks and the behaviours which drive those risks and develop risk mitigation strategies for the public sector to implement.

### Improper influence

- Continue a digital awareness campaign across state and local government to highlight that any public sector employee, elected or not, is at risk of being improperly influenced and that it can lead to corruption. The campaign encourages the Victorian public sector to speak up to stop improper influence.

**With a focus on continuous improvement, we will review and update our policies and practices to both strengthen and simplify our communications ...**

## Strategic initiatives

### Corruption prevention strategy

In 2022/23 we will implement year 2 of our *Corruption Prevention Strategy 2021-2024*. In year one, IBAC focused on building our internal data analytics capability and initiating several multi-year projects to enhance our communication and engagement activities.

In year 2, we will finalise a new IBAC website. We will further expand our communication and engagement activities across the Victorian public sector, with an increased focus on producing accessible digital content. We will also publish the findings from a suite of perceptions of corruption surveys undertaken with 5 stakeholder cohorts in 2021/22.

In 2022, the integrity and oversight committee tabled a report following their inquiry into the education and prevention functions of Victoria's integrity agencies. In 2022/23, we will enhance our efforts in several key areas identified in the committee's report. We will:

- increase awareness of IBAC, including how to make a complaint, through targeted stakeholder engagement and development of accessible educational resources.
- develop a more robust, whole-of-agency monitoring and evaluation framework to measure the quality and impact of prevention and education initiatives, including the development of an integrity index for the public sector.

### Enhanced witness liaison

IBAC understands that witnesses involved in an IBAC investigation process may experience heightened levels of stress.

IBAC's investigators currently provide support for witnesses combined with external counselling services. However, a recent review of IBAC's current practices identified opportunities for improvement, including:

- clear communication with witnesses and persons of interest during the non-investigative phase
- currency and consistency of policies, procedures and other supporting documentation
- support and advice for front-line personnel when needs of individuals are complex or escalate unexpectedly.

With a focus on continuous improvement, the communication and support provided to witnesses and others involved in an investigation will be enhanced. We will also strengthen our process for supporting complainants with complex needs.

### Enhanced complainant experience

We will continue to enhance the user experience of our services by moving to a more complainant-centric approach.

In 2021/22, we developed a Public Interest Disclosure (PID) framework, quality assurance framework and continued to improve how we communicate with complainants in part by making IBAC outcome letters easier to read and understand. We also mapped a complainant's journey and identified key touchpoints where we can improve the complainant experience. As this is a multi-year program, in 2022/23 we will continue to embed these new initiatives with a focus on website redesign.

### Intelligence framework

We will continue this multi-year program by implementing the recently developed intelligence framework designed to better use our information and data holdings to inform IBAC's decision-making.

To support the new framework, we will develop a training roadmap to ensure our intelligence practitioners have the skills and capabilities necessary for their roles and are supported through established processes and systems.

We will enhance our information sharing with internal work units and external stakeholders to build understanding and generate timely intelligence insights. The intelligence framework will lead to clear operational and prevention outcomes across IBAC, supported by a collaborative culture with respected and professional intelligence practitioners.

### Investigations framework

Building on the investigations framework that was developed in 2021/22, we will implement both the framework and the underlying updated investigation management practices to improve our operations. We will continue to explore the use of technology to assist with improving the efficiency of investigations.

# Pillar 2 – A targeted approach to police misconduct

**Our independent police oversight activities are targeted and transparent to better meet the needs of Victorians who may be vulnerable or experience marginalisation.**

**Victoria Police, the public sector and the community understand our role, reach and impact in police misconduct matters.**
**We have a key role to play in upholding integrity standards and preventing police misconduct.**

To target police misconduct in 2022/23, we will:

## Strategic focus areas

### High-risk police units, divisions and regions

- Continue to refine our risk system to identify high risk police work areas.
- Undertake a thematic review of Victoria Police use of Oleoresin Capsicum spray.
- Undertake a thematic review of the use of Victoria Police vehicles for interception resulting in serious injury.
- Publish two special reports, one analysing Victoria Police's implementation of recommendations made by IBAC and the other on police misconduct issues and risks associated with the Critical Incident Response Team.
- Continue a regional-based public awareness campaign to encourage members of the public to report police misconduct, with a focus on encouraging members of indigenous communities.
- Publish and promote a police sector profile.

### Use of force on people at risk

- Publish a thematic case study of Victoria Police investigations involving excessive force against persons at risk.
- Develop a special report on Victoria Police use of force.

### Police responses to family violence incidents and predatory behaviour

- Undertake a thematic review of Victoria Police investigations into family violence matters perpetrated by serving officers.
- Drawing on the thematic review as one source of data, commence a research project and report on Victoria Police responses to family violence and predatory behaviour involving Victoria Police personnel.

## Strategic initiatives

### RCMPI and police oversight reforms

In its response to the Royal Commission into the Management of Police Informants, the Victorian Government has committed to introducing legislation and policy changes that will require IBAC to establish a new compliance and reporting function in relation to Victoria Police's registration and management of human sources.

In 2021/22, IBAC established a project management office to support the implementation of these important reforms and delivered the first stages of an information sharing capability between IBAC and the public interest monitor.

We will continue to implement these recommendations in 2022/23, by developing policies, procedures and protocols for conducting our oversight of human source management by Victoria Police.

The Victorian Government has undertaken a systemic review of police oversight and consulted with various stakeholders, including IBAC. The Victorian Government is yet to announce the outcome of the review. In the event that IBAC's governing legislation is amended, IBAC will work constructively to implement the reforms.

In 2022/23, we will continue to advocate for legislative reforms that will better enable IBAC to meet its corruption exposure, prevention and oversight objectives.

**In 2022/23, we will continue to advocate for legislative reforms that will better enable IBAC to meet its corruption exposure, prevention and oversight objectives.**

# Pillar 3 – A progressive and connected workplace

**We are a connected, inclusive and flexible organisation. We encourage a safe environment that empowers our leaders to be, and do their best.**

**We do this by investing in fit for purpose systems, processes and infrastructure, while also supporting our staff to lead and pursue interesting career pathways. We use our data capability, insight and feedback to hold ourselves accountable, and monitor and continuously improve the impact of our work.**

In 2022/23, we will continue to implement our people, IT and data infrastructure strategies to enhance our workplace and enable our people to deliver contemporary services and value to the Victorian community.

## Strategic initiatives

### People strategy

As we build our progressive and connected workplace, we will continue to support our people to thrive in this new hybrid, flexible working environment. Our people strategy outlines how we will leverage the talents and ambitions of our people to realise our strategic goals. It takes a long-term view, across 3 key streams that build a workplace that is representative of the Victorian community.

*People* – we will ensure we have the right people in the right roles at the right time through streamlining 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 expand internal career pathways and development opportunities.

### Enabling IT and data infrastructure strategies

Our focus this financial year is to utilise our IT capability to improve our service to the community and stakeholders. We will continue to consolidate IBAC systems and utilise the capabilities and services implemented in the past 2 years. The ongoing improvement of in-house IT services will ensure that we are enabling enhanced levels of service across the organisation.

In 2022/23, we will:

- continue to modernise and enhance our systems by migrating to the Cloud.
- progress the development of our enterprise architecture framework.
- further enhance our network systems capability and security to protect our information.
- finalise the rollout of new laptops to support video conferencing and hybrid working.
- update our telephone system to take advantage of cloud offerings and integrate with our call centre.
- enhance our customer service capability and implement best practice IT service delivery.

# Pillar 4 – A collaborative way forward

**We collaborate and actively encourage organisations to approach us to assist them in building a strong integrity culture. We understand that we do not operate alone, we are part of a broader integrity system.**

**Where appropriate, we work with the public sector, Victoria Police, other integrity and oversight bodies and the community to share insights, learn from each other and deliver shared outcomes.**

We are committed to collaborating with other agencies throughout 2022/23 to improve how we operate and strengthen integrity in the public sector and Victoria Police.

Our executive will continue to lead strategic stakeholder engagement, which will be supported by a new stakeholder relationship management system. These actions support the implementation of our Strategic Focus Areas and Initiatives in 2022/23.

Building on our success in 2021/22, we will:

## Community engagement

- Continue to implement our Focus Communities Strategy and enhance our education and engagement program with communities who are diverse, may be vulnerable or experience marginalisation (particularly LGBTIQ+ communities, Aboriginal and Torres Strait Islander communities and culturally and linguistically diverse communities).
- Apply our new Public Interest Disclosure framework and continue to improve complainants' experience of engagement with IBAC.

## Public sector collaboration and education

- Undertake targeted communication and engagement activities to drive awereness, and apply the learnings from IBAC's suite of perception of corruption surveys.
- Continue engagement on corruption risks associated with government funded services delivered by community service organisations.
- Develop and implement an education and engagement program with the Major Transport Infrastructure Authority to inform their approaches to corruption prevention.
- Explore opportunities to establish new networks and communities of practice with stakeholders working in areas of public sector integrity.
- Undertake targeted education and engagement to highlight learnings from special reports with a focus on improper influence.
- Collaborate with the Victorian Government Solicitor's Office to deliver a legal education program about engaging with IBAC.

## Victoria Police collaboration and education

- Engage with Victoria Police to drive understanding and apply the learnings from the Victoria Police perceptions of corruption survey.
- Incorporate 'use of force' case studies into IBAC's education program and presentations to Victoria Police.
- Incorporate police family violence perpetrator case studies into IBAC's Victoria Police education programs and presentations.
- Negotiate a revised memorandum of understanding with Victoria Police aimed at improving Victoria Police notifications to IBAC, communication about referred matters for investigation and access to Victoria Police systems/intelligence holdings.

## Collaboration with other integrity and oversight bodies

- Enhance our collaboration on corruption prevention and education activities, including by establishing forums for information sharing and joint delivery of prevention education and resources.
- Work together to respond to the recommendations in the Integrity and Oversight Committee's, '*Inquiry into the education and prevention functions of Victoria's integrity agencies'.*
- Finalise our information sharing arrangements with the public interest monitor.
- Engage with our interstate counterparts to share learnings from our investigations framework and witness liaison initiatives.
- Engage with strategic Commonwealth partners to strengthen our intelligence holdings on public sector agencies with high corruption risk exposure.

**We are committed to collaborating with other agencies throughout 2022/23 to improve how we operate and strengthen integrity in the public sector and Victoria Police.**

# Our strategic risks

**Risk management is an integral part of IBAC's decision-making, planning and service delivery. 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 IBAC has in place.**

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

We have identified 8 strategic risks with the potential to impact the achievement of our objectives. These risks have been considered in the development of this Annual Plan. Several strategic initiatives are strategic risk treatments including enhanced complainant experience, the people strategy, witness liaison and enabling IT and data infrastructure strategies.

| Strategic risks |
| --- |
| Ineffective governance, accountability and decision making |
| Failure to prevent internal fraud, corruption or serious misconduct and meet the standards that we set for those we oversight |
| Mismanagement of the public interest disclosure scheme |
| Inability to maintain credibility as an integrity agency and effectively manage strategic stakeholder relationships |
| Inability to maintain an organisational culture that attracts and retains staff and supports continuous improvement and delivery of our strategy |
| Operations are disproportionate, compromised, or outcomes are poorly communicated |
| Failure to adequately manage safety and well-being of staff and people we engage with |
| Ineffective cyber and information security resulting in a significant breach of data protection, privacy or disruption of operations |

# Our performance targets

**We are accountable to the Victorian community, via Parliament, for our performance. One mechanism for monitoring our performance is Budget Paper No. 3 (BP3) non-financial performance measures.**

In 2022/23, we will:

- introduce new Key Performance Indicators (KPIs), including on safety, staff engagement and budget performance
- engage with our Victorian integrity system counterparts to develop better measures of the impact of our corruption prevention and education work.

| Ref | Performance Measure | 2021/22 actual | 2022/23 target |
|---|---|---|---|
| BP3 | 1. Corruption prevention initiatives delivered by IBAC | 125 | 115 |
| BP3 | 2. Satisfaction rating with corruption prevention initiatives delivered by IBAC | 93% | 95% |
| BP3 | 3. Proportion of standard IBAC investigations into public sector corrupt conduct (excluding police personnel conduct and police personnel corrupt conduct) completed within 9 months | 0% | 60% |
| BP3 | 4. Proportion of complex IBAC investigations into public sector corrupt conduct (excluding police personnel conduct and police personnel corrupt conduct) completed within 18 months | 0% | 60% |
| BP3 | 5. Proportion of standard IBAC investigations into police personnel conduct and police personnel corrupt conduct completed within 9 months | 67% | 60% |
| BP3 | 6. Proportion of complex IBAC investigations into police personnel conduct and police personnel corrupt conduct completed within 18 months | 0% | 60% |
| BP3 | 7. Public interest disclosure complaints and notifications assessed within 30 days | 62% | 70% |
| BP3 | 8. Complaints or notifications about public sector corrupt conduct (excluding police personnel conduct and police personnel corrupt conduct) assessed by IBAC within 45 days | 38% | 85% |
| BP3 | 9. Complaints or notifications about police personnel conduct and police personnel corrupt conduct assessed by IBAC within 45 days | 52% | 90% |
| KPI | 10. Lost Time Injury Frequency Rate (LTIFR) (at or below industry standard) | New measure | 2.7 |
| KPI | 11. Increase in OHS hazard and incident reporting as a leading indicator of improvement in safety culture [1] | New measure | +5% |
| KPI | 12. People Matter Survey - employee engagement score | 64 | 66 |
| KPI | 13. Expenditure – variance against budget (organisation-wide) | New measure | +/- 5% |
| KPI | 14. IT system uptime (availability of IBAC-managed systems) | 99.99% | 99.95% |
| KPI | 15. Implementation of Annual Plan Strategic Initiatives | New measure | 75% |

[1] IBAC's commitment to a safety first speak up culture relies on everyone to proactively identify and report incidents and hazards. Increases in reporting is an indicator that employees feel safe to speak up and enable management to have timely and consultative discussions that improve the safety culture of the workplace.

# Our annual budget

## Budget Paper No. 3 2022/23 financial performance statement (budget)

### IBAC funding overview

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

*Table 1: IBAC funding overview 2022/23 to 2025/26*

| | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
|---|---|---|---|---|
| | Budget $ Million | | | |
| Appropriation | 50.3 | 51.3 | 52.4 | 53.5 |
| Expenditure Review sub-Committee (ERSC) funding | 4.6 | 2.8 | 1.7 | 1.8 |
| ERSC funding announced in the 2022-23 State budget | 7.0 | 7.9 | 8.6 | 8.6 |
| **Total confirmed funding** | **61.9** | **62.0** | **62.7** | **63.9** |
| **Treasurer's Advance reinstatement** (subject to Treasurer's approval) | 1.4 | 0.0 | 0.0 | 0.0 |
| **Potential total funding** | **63.9** | **62.0** | **62.7** | **63.9** |

## Operating budget

The confirmed 2021/22 funding includes $48.9 million in output appropriation, $8 million in the Treasurer's advance and $4.2 million in ERSC funding. The use of trust funds from prior year will result in a deficit of equivalent amount during the year.

As per previous years, IBAC submitted a budget bid for consideration as part of the state government's budget process. This budget bid to increase base funding to enable IBAC to operate effectively and efficiently into the future was fundamentally informed by the work undertaken as part of the base review which IBAC committed to undertake prior to submitting its 2022/23 budget bid. Central to our budget submission was to seek an increase in our base budget so that we can maintain our current capacity and effectively deliver our legislative functions and strengthen our ability to do so in the future.

In the 2022-23 state budget, the Victorian Government announced funding for the IBAC budget bid. In dollar terms, IBAC will receive $32 million over the next 4 years and $8.6 million per year thereafter. The amounts are included in the table above (excluding inflation indexation).

## Capital projects

Apart from the cyclical replacement of equipment and computer systems, there are no significant replacement of assets planned for 2022/23. IBAC's assets mainly consist of leasehold improvements, computer systems and office equipment. IBAC's capital expenditure is funded by depreciation equivalent funding.

ibac independent broad-based anti-corruption commission
Victoria

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