ibac | Strengthening Victoria's Integrity

Annual Plan

2026–27

Acknowledgement of Country

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

Published by order, or under the authority, of the Parliament of Victoria. June 2026

ISBN: 978-1-922350-02-2

Accessibility

If you need this information in an accessible format, telephone **1800 422 284** 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.accesshub.gov.au)**

© State of Victoria 2026
(Independent Broad-based Anti-corruption Commission)



You are free to re-use this work under a Creative Commons Attribution 4.0 licence, provided you credit the State of Victoria (Independent Broad-based Anti-corruption Commission) as author, indicate if changes were made and comply with the other licence terms. The licence does not apply to any branding, including Government logos.

Contents

CEO foreword 2

About IBAC 3

Corruption and police misconduct priorities 10

Annual plan actions 2026/27 11

Objective 1 12

Objective 2 13

Objective 3 14

Objective 4 16

Performance targets 2026/27 18

Strategic risks and challenges 20

Funding 24

CEO foreword

IBAC plays a critical role in upholding integrity standards and exposing and preventing public sector corruption and police misconduct. We also work to educate and build the capability of the public sector and police to actively resist corrupt conduct.

The *IBAC Annual Plan 2026/27* (Annual Plan) guides this important work under year two of IBAC's organisational strategy, *The IBAC Strategy 2025–28*.

Through all the work outlined in this Annual Plan we remain focused on our core objectives of building trust in IBAC, strengthening community confidence in IBAC's police oversight role, using information and intelligence to maximise our impact and fostering a culture at IBAC where our people are empowered to deliver IBAC's mission.

To better target our prevention and exposure work we prioritise serious or systemic public sector corruption and police misconduct risks. The Annual Plan outlines the four corruption and police misconduct priorities guiding our investigative, oversight and review activity for the year. These key risk areas were priorities under IBAC's previous annual plan and remain current risks for the public sector, police and the community into the future:

1. Excessive use of force by Victoria Police, Corrections Victoria and youth justice, including on people at risk
2. Police perpetrated family violence and police responses to family violence
3. Public sector corruption with links to organised crime
4. Corruption risks in contract management by government and non-government entities.

IBAC is accountable to the Victorian community, via the Victorian Parliament. As a result, IBAC relies on a number of performance targets to show the effectiveness of its operations and initiatives – these targets are identified in this Annual Plan.

The community rightly expects integrity bodies to perform in a timely and effective manner. Meeting these expectations requires sustainable funding. However, increasing cost pressures and growing demand for IBAC's services are placing significant strain on available resources.

Without additional funding, IBAC's capacity to achieve all its performance targets will be limited. We have sought, and will continue to advocate for, additional funding to ensure we can meet community expectations.

We will also continue to advocate for greater budget transparency and independence. Currently, the government we oversee decides our funding, and there is no obligation to provide us, or parliament, with the rationale underpinning these decisions. This lack of transparency risks undermining public trust.

Lastly, and most importantly, Victoria's integrity system must be supported by best practice legislation. In its current form the legislation does not provide this support. Recently the government announced support, a pathway and a timeline for significant and needed changes to the IBAC Act. These changes will mean important progress for integrity in Victoria and it's crucial now that we come together to ensure legislation is drafted effectively and efficiently, and that IBAC is resourced appropriately, so we can expose and prevent corruption and misconduct in the way Victorians expect and deserve.



Alison Byrne
Chief Executive Officer

About IBAC

Established under the *Independent Broad-based Anti-corruption Commission Act 2011* (IBAC Act), IBAC is responsible for preventing and exposing public sector corruption and police misconduct in Victoria, this covers:



State and local government



Police



Parliament



Judiciary

IBAC is accountable to all Victorians through the Victorian Parliament. However, we are completely independent of the government of the day. We take our obligations seriously, especially the way we use our powers.

Our purpose

It is our mission to strengthen Victoria's integrity.

Integrity is at the core of what we do and is essential to building trust and ensuring accountability in the Victorian public sector. By preventing and exposing public sector corruption and police misconduct, we hold the public sector and police accountable and help protect the Victorian community from the misuse of public resources and authority.

Our core work



We prevent

We use information and intelligence to identify and prioritise corruption and misconduct risks, enabling us to direct resources to prevent corruption and police misconduct where we can have the greatest impact.

We examine public sector systems, practices and legislation to inform, consult with, and make recommendations to public sector organisations, including Victoria Police.



We educate

We raise awareness about who we are, the impact of corruption and misconduct and how it can be prevented, through training and engagement, publishing reports and resources, and by alerting organisations to the latest information to help them stay ahead of corruption risks.



We assess

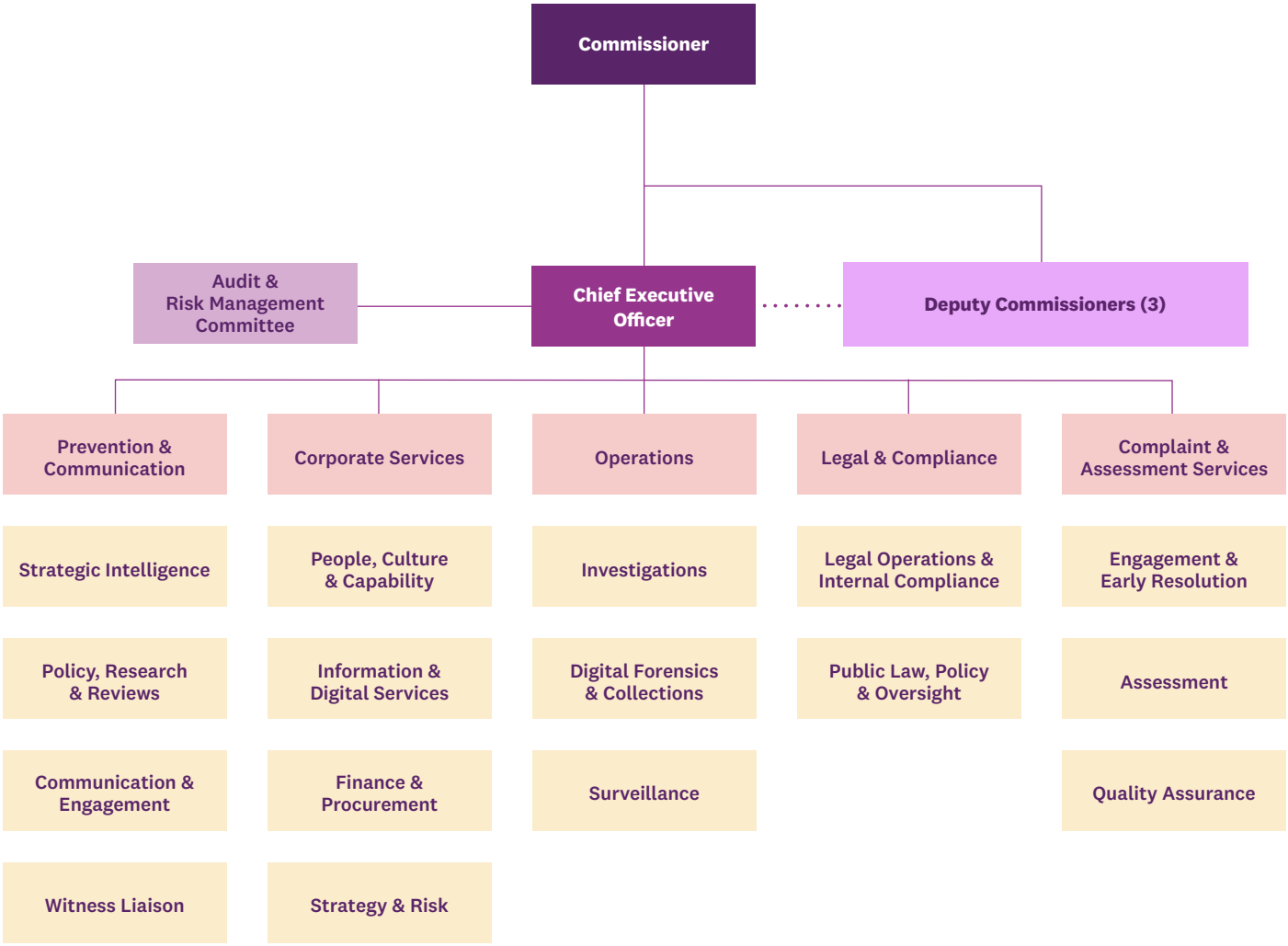
We receive and assess complaints and notifications about public sector bodies, including Victoria Police. We also monitor and review police and public sector investigations into allegations of alleged misconduct or corruption to ensure they are thorough, impartial and that findings are fair and reasonable.



We investigate

We identify, investigate and expose public sector corruption and police misconduct. We prioritise investigations that involve allegations of serious or systemic public sector corruption and police misconduct.

Our organisational structure



Prevention & Communication

The Prevention & Communication division actively works to build the capability of police and the public sector to prevent police misconduct and public sector corruption and proactively promote integrity. It does this through the development of strategic communications, reports, guidance materials, tailored risk profiles and strategic assessments, as well as through community and stakeholder engagement.

The division also conducts strategic intelligence, research and review projects and makes recommendations on policy, practice and systems to strengthen corruption resistance in the public sector and Victoria Police. Another important role of the division is to provide support and ensure regular communication to witnesses throughout the course of an IBAC operation.

Corporate Services

The Corporate Services division develops, refines and delivers organisation-wide systems, processes and policy as well as people support and training.

The division consists of four teams: People, Culture & Capability; Finance & Procurement; Strategy & Risk; and Information & Digital Services. Each of these teams partner with the organisation to enable IBAC to deliver its core work and meet strategic, long-term objectives.

Operations

The Operations division leads IBAC's investigation and exposure functions through the undertaking of investigations, preliminary inquiries and intelligence gathering around public sector corruption and police misconduct. The division works closely with internal and external stakeholders obtaining evidence and insights, informing communication and engagement with the public sector, Victoria Police and broader community.

The division includes specialist capabilities such as digital forensics, electronic collections, physical and technical surveillance, operational intelligence, and dedicated investigations teams. This includes a Focused Police Complaints Team – a stand-alone, multi-disciplinary team investigating single-incident police complaints from members of the community at a higher risk of experiencing police misconduct.

Legal & Compliance

The Legal & Compliance division provides legal advice and leads compliance activities across the organisation. This includes legal support and advice for investigations (including for any prosecutions arising from investigations), the exercise of IBAC's powers and the sharing of information with external stakeholders.

The division also advises on the content of published reports and supports the delivery of public and private examinations. In addition, it provides advice on legislation relevant to the performance of IBAC's functions, including proposed law reform, and undertakes IBAC's internal compliance and external oversight functions – particularly oversight of Victoria Police's compliance with relevant legislation.

Complaint & Assessment Services

The Complaint & Assessment Services (CAS) division is responsible for triaging and assessing complaints and notifications, and for communicating and engaging with complainants. Assessments are regularly reviewed against criteria to ensure they are legally robust, evidence-based, consistent, transparent and accountable.

Our role in the integrity system

IBAC plays a key role in Victoria's integrity system, working closely with other agencies so that the Victorian community can have confidence in the public sector and Victoria Police. Together we stand for a system that is fair, transparent and accountable.

While we each have clear roles to play, collectively we work to ensure that the system operates effectively, and that the Victorian community understands who they can go to for information and which agency is best to assist them with their complaint or issue.

Victoria's integrity system

IBAC
Strengthening Victoria's Integrity

Independent Broad-based Anti-corruption Commission

Prevents, investigates and exposes public sector corruption and police misconduct.

Victorian Ombudsman

Informally resolves and investigates complaints about state government departments, local councils and other public bodies, protecting human rights and promoting fairness, accountability and improvements in public administration.

VAGO
Victorian Auditor-General's Office

Victorian Auditor-General's Office

Provides independent assurance to the Victorian Parliament and the Victorian community on the financial integrity and performance of the state.

Integrity Oversight Victoria oversees IBAC, the Victorian Ombudsman and the Victorian Auditor-General's Office, in addition to a number of other Victorian integrity bodies.

Other agencies that form part of Victoria's integrity system include the Local Government Inspectorate, Office of the Victorian Information Commissioner, the Public Interest Monitor, the Victorian Public Sector Commission, the Victorian Equal Opportunity and Human Rights Commission, the Judicial Commission of Victoria and the Parliamentary Workplace Standards and Integrity Commission.

The IBAC Strategy 2025–28

We seek to maximise our impact by focusing our efforts in line with our organisational strategy – *The IBAC Strategy 2025–28* (IBAC strategy). The IBAC strategy outlines what we are working towards over these three years.

Our values



Lead by example



Act impartially

Our objectives

1. We will build trust in IBAC as an independent and responsive anti-corruption and police oversight agency.

2. We will strengthen community confidence in IBAC's police oversight by holding police accountable for misconduct.

Strategic priorities

1.1 Strengthen awareness of IBAC and clarify IBAC's role in the Victorian integrity system through targeted community and stakeholder engagement and communications.

1.2 Make the complaints process more accessible and improve people's experience through more timely assessments, consistent communication and trauma-informed practices.

1.3 Better demonstrate how IBAC's work to prevent and expose public sector corruption and police misconduct impacts integrity in Victoria's public sector.

2.1 Engage meaningfully with Victoria's diverse community to strengthen our approach to prevent, identify and investigate allegations of police misconduct.

2.2 Improve our police oversight by actively monitoring and reporting on Victoria Police responses to misconduct complaints and compliance with the relevant legislation.

2.3 Build on our prevention and education activities to influence police policy, practice and culture.

What success looks like

- The Victorian public sector, police and the community understand IBAC's role and know where to find our publicly available information.
- People trust that IBAC's work is timely, impartial and of a high standard.
- IBAC's work supports Victorian public sector agencies and Victoria Police to better prevent and manage corruption and misconduct risks.
- IBAC has meaningful engagement with the Victorian community and key stakeholders, including a focus on communities at a higher risk of experiencing police misconduct.
- The Victorian community has confidence that IBAC effectively deals with police misconduct issues.
- IBAC has influenced a strengthened culture of ethical and professional standards within Victoria Police.

Our mission

Strengthening Victoria's integrity

Our vision

A public sector and police trusted to act with integrity for all Victorians



Work together



Behave with respect



Strive for excellence

3. We will maximise our impact by using information and intelligence to understand and act on corruption and police misconduct.

4. We will foster a culture of collaboration, innovation and adaptability, where our people are valued and empowered to deliver IBAC's mission.

3.1 Strengthen our ability to detect and understand public sector corruption and police misconduct by identifying and addressing information gaps, risks and trends.

3.2 Strengthen how we collaborate with stakeholders across the Victorian integrity system to identify and address the highest risks and emerging challenges.

3.3 Prioritise our work to focus on the corruption and police misconduct risks where we can have the most impact.

4.1 Invest in our people focusing on wellbeing and skill development to create career pathways and ensure sustainable workloads.

4.2 Continue to build leadership capability to support our leaders in driving a culture of collaboration and commitment to our organisational values.

4.3 Continuously improve systems, processes and infrastructure to enable innovative, secure and efficient ways of working.

- The information we gather enables us to identify and act on enduring corruption risks.
- Collaborative efforts to drive change across the integrity system have strengthened the Victorian public sector and Victoria Police.
- We act on intelligence to address emerging risks and prevent future public sector corruption and police misconduct.

- IBAC is a place where everyone's strengths are cultivated, expertise is recognised and people have opportunities to develop their careers.
- Our people understand how they contribute to delivering IBAC's mission, and have access to the systems, information and support they need to do their jobs well.
- Our leaders have the capabilities and clarity they need to lead their teams, ensuring our people feel safe, included and supported.

Corruption and police misconduct priorities

We prioritise serious or systemic public sector corruption and police misconduct, guided by our corruption and police misconduct (CAPM) priorities, to better target our prevention and exposure work. These priorities are informed by our ongoing assessment of the operating environment, including emerging risks, intelligence and system-wide trends, and are reviewed annually. The intent of the four CAPM priorities that guided our investigative, oversight and review activity in 2025/26 remains unchanged for 2026/27 and includes:

01



Excessive use of force by Victoria Police, Corrections Victoria and youth justice, including on people at risk

02



Police perpetrated family violence and police responses to family violence

03



Public sector corruption with links to organised crime

04



Corruption risks in contract management by government and non-government entities

Annual plan actions 2026/27

Our annual plan actions are set out by each objective and strategic priority in the IBAC strategy.

The 2026/27 annual plan outlines the strategic activities that will be prioritised in the second year of the IBAC strategy – these strategic activities are delivered in addition to our core work.

The annual planning process is integrated with the annual budgeting process.

> Integrity is at the core of what we do and is essential to building trust and ensuring accountability in the Victorian public sector.

Objective 1

We will build trust in IBAC as an independent and responsive anti-corruption and police oversight agency.

We depend on the trust of the Victorian community to perform our role to keep the public sector and Victoria Police accountable. In practice, this means we rely on community members to know about IBAC, feel confident to contact us to make a complaint and feel assured that IBAC will act fairly and independently. For IBAC to have the greatest impact, people need to know who we are, how to contact us and trust that we are both independent and responsive in our actions.

Strategic actions

Link to IBAC strategy	Action (and project if relevant)	Due date & division
We will build trust in IBAC as an independent and responsive anti-corruption and police oversight agency.	Conduct Perceptions of Corruption surveys with employees across the Victorian public sector, local government and Victoria Police, and with business suppliers to government and members of the Victorian community and use the key findings to inform future prevention activities.	31 December 2026 Prevention & Communication
1.1 Strengthen awareness of IBAC and clarify IBAC's role in the Victorian integrity system through targeted community and stakeholder engagement and communications.	Deliver an annual campaign targeting key public sector risks.	30 June 2027 Prevention & Communication
1.2 Make the complaints process more accessible and improve people's experience through more timely assessments, consistent communication and trauma-informed practices.	Deliver the first half of phase three of the CAS Optimisation Project to optimise and streamline this work at IBAC. This work will focus on embedding and evolving team processes and capability for sustained success. **Project:** CAS Optimisation Project.	30 June 2027 Complaint & Assessment Services
1.3 Better demonstrate how IBAC's work to prevent and expose public sector corruption and police misconduct impacts integrity in Victoria's public sector.	Continue our focus on key risk areas through research and projects on police use of force and police perpetrated family violence.	30 June 2027 Prevention & Communication

Notable core work

Action	Division
Ensure witness wellbeing is considered throughout the lifecycle of investigations by: • identifying and assessing potential risks to the wellbeing of witnesses • developing a plan to manage these risks • making appropriate referrals to support services when needed • ensure consistent and clear communication with witnesses is maintained.	Prevention & Communication
Commence development of guidelines and procedures to safeguard and promote cultural safety under *Statewide Treaty Act 2025*.	Legal & Compliance
Maintain robust governance, risk and conflict of interest frameworks to ensure high standards of integrity are upheld.	Corporate Services

Objective 2

We will strengthen community confidence in IBAC's police oversight by holding police accountable for misconduct.

Our police oversight role provides assurance that Victoria Police performs its functions according to law and the standards that Victorians expect. IBAC has a significant responsibility to the community as an oversight body for both the public sector and Victoria Police. Ensuring stakeholders have confidence in our role is paramount.

Strategic actions

Link to IBAC strategy	Action (and project if relevant)	Due date & division
We will strengthen community confidence in IBAC's police oversight by holding police accountable for misconduct.	IBAC will continue to focus on investigating and exposing corruption and police misconduct, including through dedicated resources in the Focused Police Complaints Team to address complaints about Victoria Police from people who are at a higher risk of adverse engagement and experiencing misconduct.	30 June 2027 Operations
2.1 Engage meaningfully with Victoria's diverse community to strengthen our approach to prevent, identify and investigate allegations of police misconduct.	Implement year three of the *Community Engagement Strategy 2024-2027.* **Project:** Community Engagement Strategy	30 June 2027 Prevention & Communication
2.2 Improve our police oversight by actively monitoring and reporting on Victoria Police responses to misconduct complaints and compliance with the relevant legislation.	Develop four thematic prevention products through IBAC's review and monitoring function to drive systemic improvement in response to risks and vulnerabilities.	30 June 2027 Prevention & Communication
2.3 Build on our prevention and education activities to influence police policy, practice and culture.	Develop a new e-module for protective services officers.	30 June 2027 Prevention & Communication

Notable core work

Action	Division
Improve police integrity, professionalism and accountability through the delivery of IBAC's ongoing and extensive Victoria Police education program, targeting officers from recruits to senior command.	Prevention & Communication
Continue our oversight of Victoria Police compliance with various legislative frameworks, through inspections, compliance activities, analysis and reporting to support accountability and systemic improvement.	Legal & Compliance

Objective 3

We will maximise our impact by using information and intelligence to understand and act on corruption and police misconduct.

By using information, intelligence, and through collaboration with our integrity partners, we can make clear and informed decisions ensuring our actions are targeted, timely and align with our objectives and the needs of both the Victorian public sector and community.

Strategic actions

Link to IBAC strategy	Action (and project if relevant)	Due date & division
We will maximise our impact by using information and intelligence to understand and act on corruption and police misconduct.	Conduct research to deliver intelligence products to further inform the understanding of both IBAC and external public sector agencies about existing, and emerging corruption and misconduct risks, and ways agencies can improve their capacity to prevent corruption.	30 June 2027 Prevention & Communication
3.1 Strengthen our ability to detect and understand public sector corruption and police misconduct by identifying and addressing information gaps, risks and trends.	Update IBAC internal data dashboards and risk indicator systems to help IBAC staff actively identify information gaps, risks and trends.	30 June 2027 Prevention & Communication
3.2 Strengthen how we collaborate with stakeholders across the Victorian integrity system to identify and address the highest risks and emerging challenges.	Undertake engagement with public sector organisations to identify emerging integrity risks and challenges to inform updates to the IBAC sector 'risk profiles' for the education, transport and human services sectors.	30 June 2027 Prevention & Communication
3.3 Prioritise our work to focus on the corruption and police misconduct risks where we can have the most impact.	Further embed the corruption and police misconduct risks outlined in this plan in IBAC's work through cross-organisational workshops to refine and enhance our focus on these priorities.	30 June 2027 Corporate Services

Notable core work

Action	Division
Leverage IBAC's enterprise data platform to enable our work to be more efficient and effective.	Corporate Services
Identify corruption and police misconduct investigation opportunities and intelligence insights by proactively exploiting information and data sources available to IBAC.	Operations

By preventing and exposing public sector corruption and police misconduct, we hold the public sector and police accountable and help protect the Victorian community from the misuse of public resources and authority.



Objective 4

We will foster a culture of collaboration, innovation and adaptability, where our people are valued and empowered to deliver IBAC's mission.

We will continue to focus on ensuring our staff have the capability to deliver the long-term objectives of the organisation. We will continue to focus on building capability around creating a safe, healthy and supportive work environment. We will equip our leaders with the tools required to effectively manage their teams and create a highly engaged, high performing culture that embodies our IBAC values.

Strategic actions

Link to IBAC strategy	Action (and project if relevant)	Due date & division
We will foster a culture of collaboration, innovation and adaptability, where our people are valued and empowered to deliver IBAC's mission.	Develop a workforce plan aimed at achieving the related objectives of the IBAC strategy.	30 April 2027 Corporate Services
4.1 Invest in our people focusing on wellbeing and skill development to create career pathways and ensure sustainable workloads.	Building on improvements made to safety risk management in 2025/26, deliver year two of the *Health, Safety and Wellbeing Plan 2025–28* in line with the Victorian Public Sector Commission's *Leading the Way Framework*.	30 June 2027 Corporate Services
	Pilot a workload planning dashboard to better support prioritising and allocating work. Submit the findings to the Portfolio Governance Committee for review.	31 December 2026 Corporate Services
	Deliver year one of the *Gender Equality Action Plan 2026–30*.	30 June 2027 Corporate Services
4.2 Continue to build leadership capability to support our leaders in driving a culture of collaboration and commitment to our organisational values.	Deliver regular, organisation-wide people leader forums.	30 June 2027 Corporate Services
	Continue to build capability and accountability to ensure a psychologically safe workplace that reflects our values.	30 June 2027 Corporate Services
4.3 Continuously improve systems, processes and infrastructure to enable innovative, secure and efficient ways of working.	Implement limited aspects of year two of the digital strategy, which is planned to be a reduced scope due to funding limitations. This year's focus will be on leveraging our newly implemented enterprise data platform, employing artificial intelligence (AI) and reviewing workflows to embed automation where possible and enhance efficiencies.	30 June 2027 Corporate Services
	Implement ongoing improvements to our case management system, including streamlining how changes to the system are governed internally.	30 June 2027 Corporate Services

Notable core work

Action	Division
Deliver regular targeted Legal & Compliance training sessions on key or emerging issues.	Legal & Compliance
Maintain high standards of privacy management including continuing to enhance capability of all IBAC staff.	Legal & Compliance
Deliver capability and safety training for Operations staff.	Operations
Continue to undertake rigorous budget planning, in-year monitoring and reprioritisation, and active risk management to ensure budget sustainability. This is in preparation for future budget challenges, and to ensure the efficient, effective and economical use of public resources.	Corporate Services

Performance targets 2026/27

We are accountable to the Victorian community, via the Victorian Parliament, for undertaking IBAC's statutory purposes and functions through monitoring the delivery of our services and objectives.

Budget Paper 3: Service delivery

The state budget papers provide an overview of the goods and services funded by the government each year. The accompanying Departmental Performance Statement outlines performance measures and targets, providing a clear link between funding (outputs) and service delivery outcomes to ensure accountability and transparency.

IBAC relies on a combination of *Budget Paper No.3* (BP3) measures, information and data, and annual plan actions to show the effectiveness of its operations and initiatives.

IBAC's BP3 measures track service delivery outputs through quantity measures (for example, number of corruption prevention initiatives and activities delivered), quality measures (for example, attendee satisfaction with forums) and timeliness measures (for example, time it takes to assess a complaint), helping IBAC to measure the effectiveness of its work.

It is important to note that due to increased cost pressures and increasing demand for IBAC's services, without additional funding, IBAC's capacity to achieve all its BP3 targets is constrained. We will continue to advocate for additional funding and, where necessary, seek adjustments to BP3 measures.

Performance measure	Target	
	Public sector	Victoria Police
Number of corruption prevention initiatives and activities delivered by IBAC, including reports, prevention resources, campaigns, forums and events	120 (overall)	
Average satisfaction with corruption prevention forums and events delivered by IBAC for a public sector (including police) audience	95%	
Average satisfaction with corruption prevention forums and events delivered by IBAC for a community audience	75%	
Public Interest Disclosure (PID) complaints and notifications assessed within 30 days	70%	
Complaints or notifications about public sector corrupt conduct (excluding police personnel conduct and police personnel corrupt conduct) assessed by IBAC within 45 days	60%	–
Complaints or notifications about police personnel conduct and police personnel corrupt conduct assessed by IBAC within 45 days	–	60%
Percentage of assessments that meet quality standards	80%	
Number of oversight and investigative activities (including preliminary inquiries, investigations, active monitoring and reviews) completed	32	242
Proportion of standard investigations completed within 270 days	60%	
Proportion of complex investigations completed within 540 days	60%	
Total output cost ($ million)	69.2	

Corporate performance measures

Monitoring the following organisational enablement key performance indicators assists us to be a connected, inclusive and flexible organisation.

Objective: Staff are enabled to deliver, monitor and continuously improve services and value to the Victorian community			
Criteria		**Performance measure**	**Target**
Equity		Median gender pay gap is reduced year on year in line with IBAC's Gender Equity Action Plan	-1%
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 (LTIFR) at or below industry standard	2.7
Efficiency		Governance – % implementation of annual plan	75%

Strategic plan performance measures

Objectives	Target
Objective 1: We will build trust in IBAC as an independent and responsive anti-corruption and police oversight agency. **Lead**: Prevention & Communication division	Maintain or increase the percentage of the community, police, state government and local government who report moderate to high trust in IBAC (scoring six or more out of 10 from the relevant question in the Perceptions of Corruption survey).
Objective 2: We will strengthen community confidence in IBAC's police oversight by holding police accountable for misconduct. **Lead**: Operations division	More than 200 police oversight and investigative activities (including preliminary inquiries, investigations, active monitoring and reviews) completed annually. More than 85 per cent of s159 recommendations are accepted by Victoria Police.
Objective 3: We will maximise our impact by using information and intelligence to understand and act on corruption and police misconduct. **Lead**: Prevention & Communication division	More than 80 per cent of strategic intelligence tools utilised in 2026/27. Maintain that all investigations are intelligence-informed and seek to embed intelligence-informed practice in all investigation proposals.
Objective 4: We will foster a culture of collaboration, innovation and adaptability, where our people are valued and empowered to deliver IBAC's mission. **Lead**: Corporate Services division	IBAC achieves a higher than 65 per cent staff engagement score for the People Matter survey.

Strategic risks and challenges

Our strategic challenges at a glance

IBAC operates in a dynamic environment where complex and emerging integrity risks continue to challenge.

In accordance with the *Victorian Government Risk Management Framework* (VGRMF), IBAC adopts a proactive and structured approach to identify and manage risk. The IBAC Enterprise Risk Management Framework maintains a structured risk management approach aligned to AS/NZ ISO:31000 standard and is committed to embedding a risk-aware culture and continuous improvement in its management. This approach ensures transparency, resilience and the capacity to adapt to emerging risks while maintaining the integrity and independence required to service the Victorian community.

Emerging challenges

These emerging challenges have shaped our plan for the year and will be integrated into our strategic risk management in 2026/27.

Challenge	Link to our core work and strategic plan
Keeping pace with technology Rapid advancements in digital platforms, AI and data analytics are changing both the nature of corruption risks and the expectations placed on IBAC.	• Prioritise technology uplift within available resources through implementing some elements of the digital strategy and targeted training programs. • Increase our efficiency and effectiveness through testing and use of targeted AI tools.
Financial sustainability Increasing demand for IBAC services and budget shortfalls impacts IBAC's ability to maintain service delivery and fully achieve its strategic objectives.	• Develop the Annual Plan 2026/27 and divisional plans in line with the budget. • Continue to prioritise serious and systemic public sector corruption and police misconduct risks to better target prevention and exposure work. • Strengthen our workforce planning, improve prioritisation and project benefit realisation processes. • Strengthen our core budget controls by enforcing disciplined expenditure management, and early escalation of emerging pressures to ensure the organisation operates within its approved budget tolerance. • Coordinate evidence-based budget submissions for additional funding through the Victorian Government budget bid process to manage financial sustainability risk. • Manage key financial risks by identifying material financial, fraud, and compliance risks and ensuring mitigation strategies align with the Victorian Government *Financial Management Compliance Framework* and *Standing Directions 2018* under the *Financial Management Act 1994*.

Challenge	Link to our core work and strategic plan
Meeting community expectations and demand The community has high expectations of IBAC as the integrity agency for police and the public sector. Community confidence in IBAC is also influenced by timely response to complaints, visibility of outcomes (for example, special reports) and ability to address complex matters effectively. Failure to do so may adversely impact public trust.	• Build trust in IBAC as an independent and responsive anti-corruption and police oversight agency (Strategic objective 1). Strengthen community confidence in IBAC's police oversight by holding police accountable for misconduct (Strategic objective 2). • Continue to deliver our core oversight work of Victoria Police compliance. • Optimise and streamline complaints processes and trauma-informed practices. • Enhance IBAC's communications and education material for the public sector and community to build awareness of IBAC's legislative functions and scope.
Effectively using data and intelligence Ensuring our use of data is effective and informs IBAC's decision making is crucial. Failure to effectively leverage data and intelligence capabilities may reduce IBAC's ability to efficiently deliver value to Victorians.	• Maximise our impact by using information and intelligence to understand and act on corruption and police misconduct (Strategic objective 3). • Leverage the benefits of IBAC's enterprise data platform.

Strategic risks

IBAC has eight strategic risks that are actively monitored by the executive team. Actions in this annual plan have been developed to contribute to the overall management of these risks. These risks will be updated in 2026/27 to reflect IBAC's emerging challenges.

Current strategic risks	Link to our core work and strategic priorities
Ensuring good governance and compliance Ineffective governance structure, unclear accountability or poor decision-making processes resulting in failure to achieve strategic objectives (Strategic risk 1). Material non-compliance with legislative and regulatory obligations, potentially resulting in legal consequences, financial penalty, and diminished credibility (Strategic risk 2). **Likelihood:** Possible **Consequence:** Significant **Risk appetite:** Balanced	• Maintain our core work in upholding high standards of integrity through our governance, risk and conflict of interest frameworks. • Work cooperatively with external oversight bodies. • Continue internal audit program and its oversight via the independent Audit and Risk Management Committee. • Streamline policy development and implementation. • Ensure compliance with organisational Governance *Charter* and *Governance Framework*. • Ensure compliance with four organisational frameworks: Intelligence, Investigations, External Communications & Reporting and Protected Interest Disclosure.
Retaining public trust and stakeholder confidence Inability to maintain public trust, and effective stakeholder relationships may impact the influence, effectiveness, independence, and ability to fulfill IBAC's integrity mandate (Strategic risk 3). **Likelihood:** Possible **Consequence:** Significant **Risk appetite:** Balanced	• Continue focus on measuring perceptions of corruption and trust in IBAC and act on the findings. • Implement year three of the *Community Engagement Strategy 2024–2027*. • Continue to deliver the Victoria Police education program. • Develop guidelines and procedures to safeguard and promote cultural safety under *Statewide Treaty Act 2025*.
Maintaining employee engagement, capability and wellbeing Inability to attract, develop, and retain skilled staff, including people leaders, undermines staff engagement and hinders the ability to foster continuous improvement and collaborative culture (Strategic risk 4). Failure to adequately manage the health, safety and wellbeing of staff resulting in harm, legal liability, reputational damage, or diminished organisational performance (Strategic risk 6). **Likelihood:** Possible **Consequence:** Significant **Risk appetite:** Balanced	• Foster a culture of collaboration, innovation and adaptability, where our people are valued and empowered to deliver IBAC's mission (Strategic objective 4). • Continue to deliver people leader forums and build leadership capability and accountability. • Develop a workforce plan aimed at achieving the related aspects of the IBAC strategy. • Deliver year one of the *Gender Equality Action Plan 2026-30*. • Deliver year two of the *Health, Safety and Wellbeing Plan 2025-28*. • Continue Operations' defensive skills and occupational health and safety programs. • Pilot a workload planning dashboard.

Current strategic risks	Link to our core work and strategic priorities
Improving operational delivery Operational activities are disproportionate, poorly executed, or inefficient, leading to resource wastage, failure to achieve delivery objectives or communicate results effectively to stakeholders (Strategic risk 5). **Likelihood:** Possible **Consequence:** Significant **Risk appetite:** Balanced	• Within available resources, implement and streamline complaints and assessment processes, including a focus on clear and timely communication with complainants. • Prioritise serious and systemic public sector corruption and police misconduct risks to better target prevention and exposure work.
Managing needs and expectations of diverse communities, complainants and witnesses Failure to adequately manage the health, safety and wellbeing of individuals IBAC engages with, resulting in harm, legal liability and reputational damage (Strategic risk 7). **Likelihood:** Possible **Consequence:** Significant **Risk appetite:** Balanced	• Continue the Focused Police Complaints Team. • Streamline and improve complaints and assessment processes and communication with complainants. • Continue to build our internal cultural awareness and competence. • Ensure witness wellbeing is considered throughout the lifecycle of investigations.
Protecting IBAC information Inadequate or ineffective cybersecurity or information security controls, leading to a breach, privacy violation, or operational disruption (Strategic risk 8). **Likelihood:** Possible **Consequence:** Significant **Risk appetite:** Balanced	• Implement sections of the digital strategy in line with constrained resources. • Implement and streamline system enhancements to improve useability. • Leverage investment in the enterprise data platform. • Maintain high standards of privacy management including continuing to enhance capability of all staff.

Funding

The below table summarises our funding for the next four years.

Table 1: IBAC funding overview 2026/27 to 2029/30

	2026/27	2027/28	2028/29	2029/30
	$ million			
Annual appropriation[1]	60.4	62.2	63.9	65.6
Annual depreciation and equivalent funding[2]	6.2	6.2	6.2	6.2
Budget and Finance Committee (BFC) funding[3]	2.6	2.6	2.6	2.6
Total confirmed funding	**69.2**	**71.0**	**72.7**	**74.4**

Notes:

1. Includes annual appropriation and historical Expenditure Review Committee (now BFC) funding decisions.
2. Depreciation and equivalent funding drawdown is limited to actual cost during the years and IBAC does not have discretion to re-purpose or re-prioritise.
3. Relates to BFC outcome as part of 2026/27 state budget process.

Operating budget

As part of the state government's budget process, IBAC sought ongoing funding to address a growing structural funding gap, implement additional powers or new oversight functions granted to IBAC and new initiative funding to invest in technology and innovation, and capability development. While some additional funding was received, this did not fully address these requirements.

Ongoing funding is important for long-term sustainability to avoid constant reprioritisation to remain within our funding envelope and compliant with the *Financial Management Act 1994*.

IBAC aims to continue to deliver on statutory obligations by managing its budget responsibly however, it cannot continue to absorb increasing demand without impacting effectiveness.

Capital budget

Our 2025/26 capital expenditure budget includes $1.6m for periodic minor asset replacement program. As part of the 2026/27 state budget, the annual capital funding of $1.6m has been confirmed until 2028/29.



Independent Broad-based Anti-corruption Commission

Level 3
2 Lonsdale Street
Melbourne VIC 3000

GPO Box 24234
Melbourne VIC 3001

Phone: 1800 422 284
Email: **info@ibac.vic.gov.au**

www.ibac.vic.gov.au