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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.

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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.accesshub.gov.au**)

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(Independent Broad-based Anti-corruption Commission)



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About IBAC

Established under the *Independent Broad-based Anti-corruption Commission Act 2011*, 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

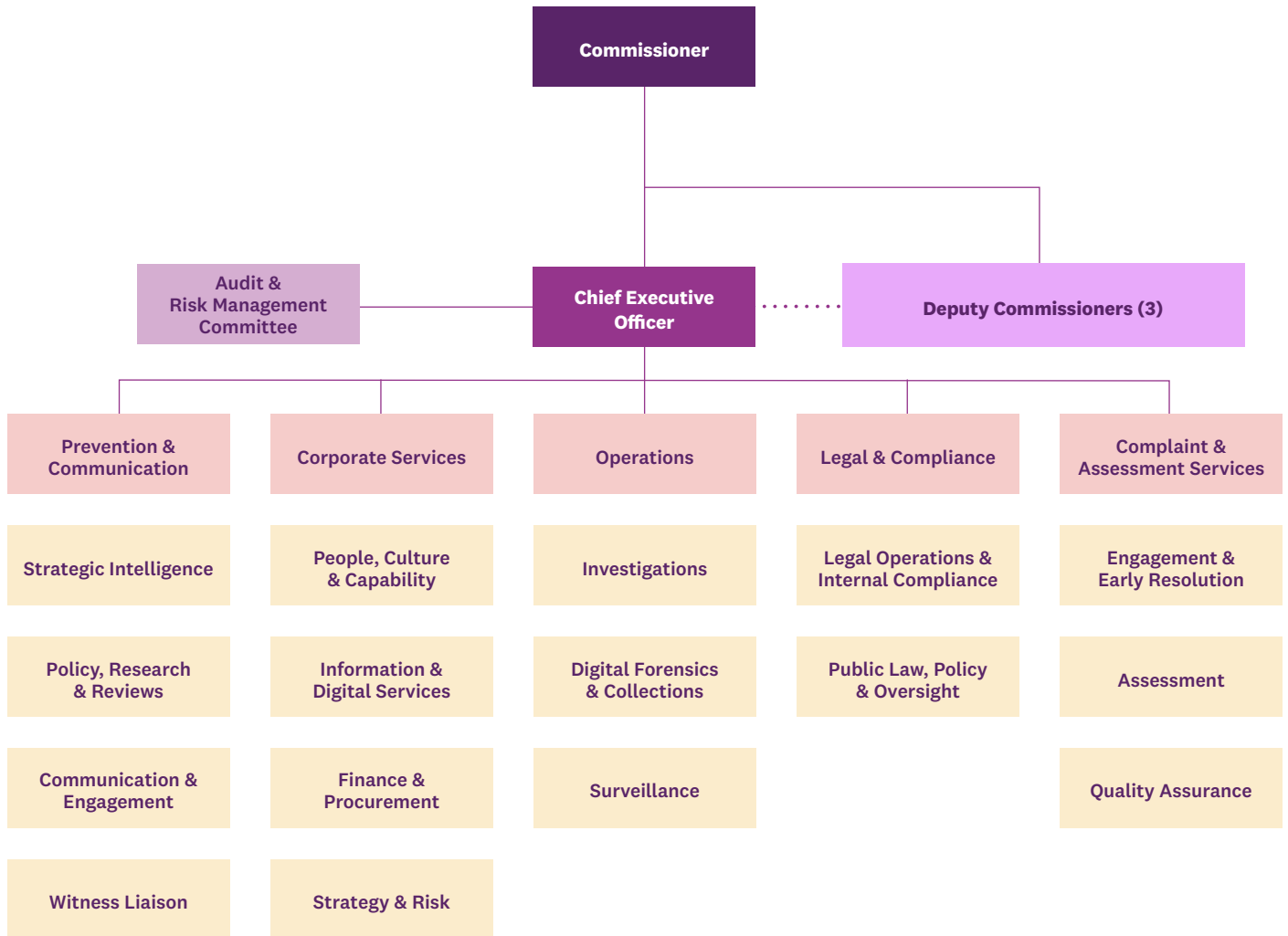
We receive and assess complaints and notifications about public sector bodies, including Victoria Police. We also monitor and review police and public sector investigations into allegations of alleged misconduct or corruption to ensure they are thorough, impartial and that findings are fair and reasonable.



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 plays a key role in meeting IBAC's objectives to prevent and expose public sector corruption and police misconduct. Through strategic communication and engagement, information and resources are provided to improve understanding of public sector corruption and police misconduct and how it can be prevented.

The division conducts strategic intelligence, research and review projects, and makes recommendations on policy, practice and systems to strengthen corruption resistance. Another important role of the division is to provide support and ensure regular communication with 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 functions in prioritising the investigation and exposure of public sector corruption and misconduct in Victoria Police through the undertaking of investigations, preliminary inquiries and intelligence gathering. The division works closely with internal and external stakeholders gathering 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 assistance across the organisation. These activities include legal support for investigations (including for prosecutions arising from investigations), advising on the content for the publication of reports, and supporting the conduct of private examinations and public hearings.

The division also performs IBAC's internal compliance and external oversight functions under relevant legislation; this includes overseeing Victoria Police's compliance with six Acts of Parliament.

Complaint & Assessment Services

IBAC's Complaint & Assessment Services (CAS) division is responsible for receiving and assessing complaints and notifications, and for responsive and complainant-centred communication and engagement with complainants. To support public sector integrity, assessments are reviewed against criteria to ensure they are legally robust, evidence based, consistent and defensible, transparent and accountable, and timely and efficient.

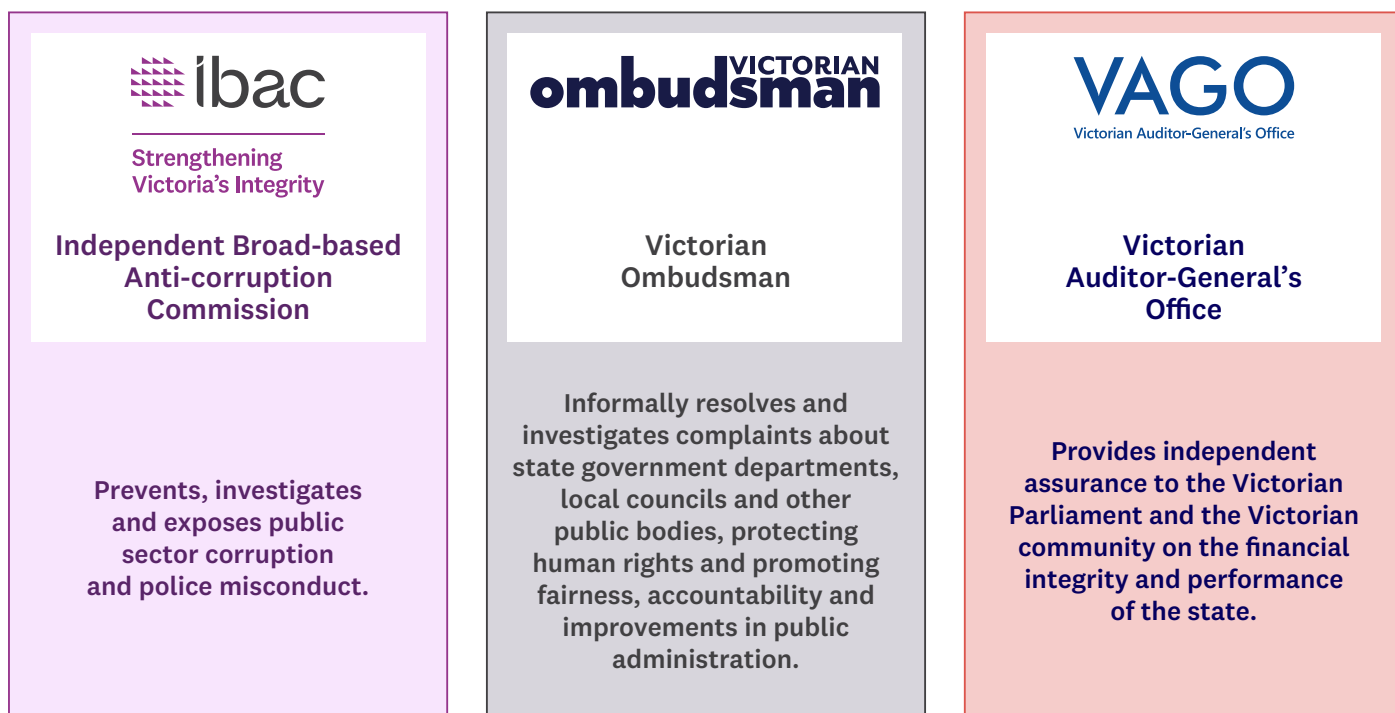
The CAS Quality Assurance team conduct quality assurance activities to ensure assessments are of a high quality and that we undertake activities to support continuous improvement.

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



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 the next 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 peoples' 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



Work together



Behave with respect



Strive for excellence

Our vision

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

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.

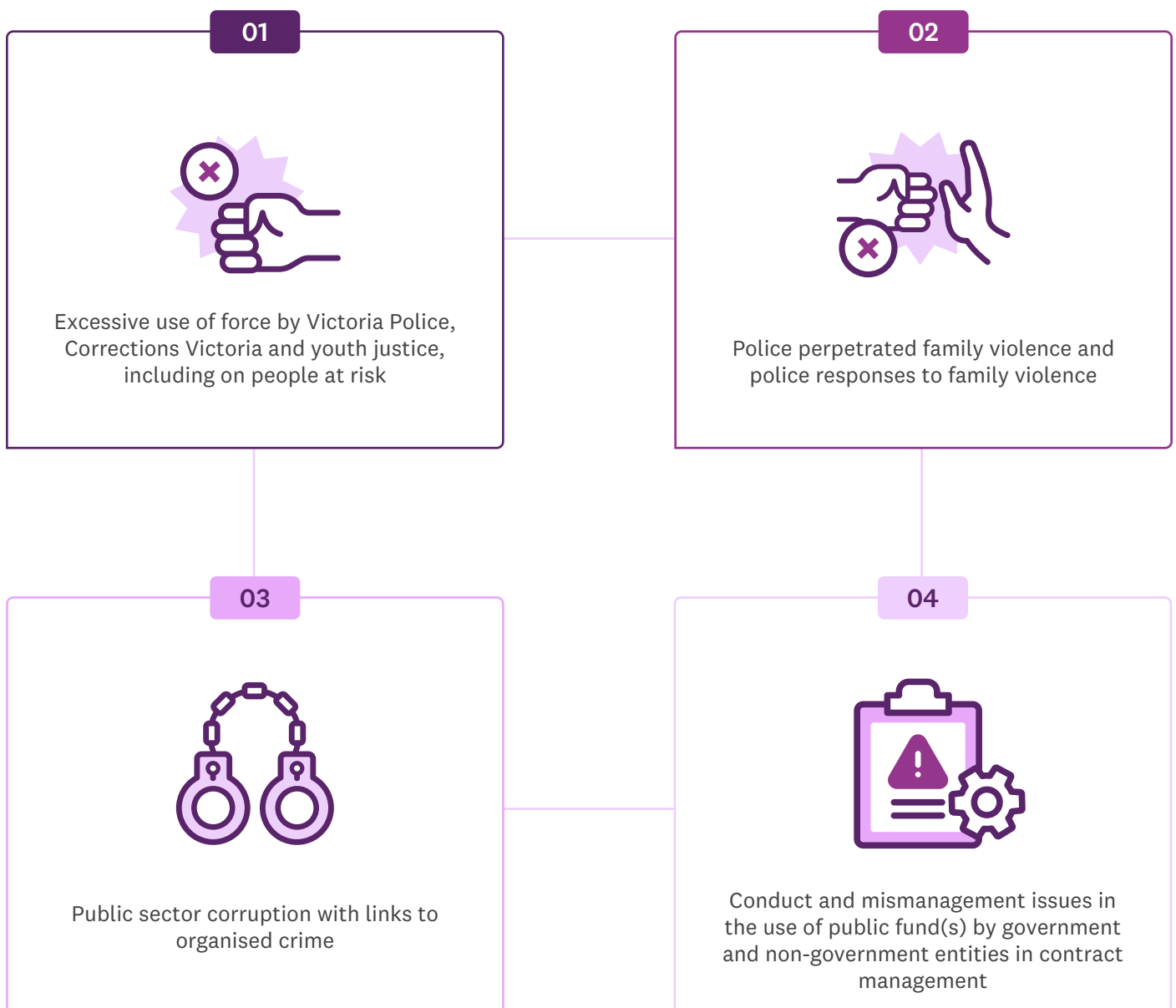
4.3 Continuously improve systems, processes and infrastructure to enable innovative, secure and efficient ways of working.

- 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 risks to better target our prevention and exposure work. Priority areas are reviewed annually to consider enduring and emerging risks. There are four corruption and police misconduct priorities to guide our investigative, oversight and review activity in 2025/26:



Annual plan actions 2025/26

Our annual plan actions are set out under the objectives of the IBAC strategy on the following pages.

Implementation of the IBAC strategy will occur across three years. The 2025/26 annual plan outlines the strategic activities that will be prioritised in the first 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.

We prioritise serious or systemic public sector corruption and police misconduct risks to better target our prevention and exposure work.



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.

In 2025/26 we will:

- conduct a stand-alone ‘trust in IBAC’ survey with Victorian public sector employees, including state government, local government and Victoria Police, and members of the Victorian community
- publish the results from the 2025 Perceptions of Corruption survey with members of parliament and councillors
- undertake a Perceptions of Corruption survey with Victorian public sector employees, including state government, local government and Victoria Police, business suppliers to government and members of the Victorian community
- improve accessibility through updating IBAC’s phone number to enable people to contact us free of charge
- deliver a corruption prevention education campaign for public sector employees
- publish a third series of sector profiles to build awareness and share practical, sector-specific advice for corruption prevention
- increase awareness of public interest disclosures by delivering engagement forums to the public sector and Victoria Police, and sharing guidance materials
- review and refine the complaints and assessment process to improve efficiency in process execution whilst maintaining complaint assessment quality
- commence a pilot to test the streamlined complaints and assessment process to confirm its effectiveness.



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. As one of the only integrity agencies in Australia to oversee both the public sector and police, IBAC has a significant responsibility to the community and Victoria Police. Ensuring stakeholders have confidence in our role is paramount.

In 2025/26 we will:

- identify key risks and vulnerabilities through IBAC’s reviews of Victoria Police investigations to drive systemic improvement by Victoria Police
- deliver our first full year of education training to the Victoria Police Taking Charge Program – for officers who have completed 18 months of service
- continue our focus on key risk areas, including police-perpetrated family violence
- develop targeted special reports on excessive use of force by police
- continue a project examining issues related to children in police custody
- engage with community leaders and organisations to explore opportunities to work together and encourage reporting of complaints
- create more accessible education material that clearly communicates IBAC’s role and functions, including material tailored for First Nations people.



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.

In 2025/26 we will:

- implement systems enhancements to improve the usability of the online complaints form, including simplifying document submission and data capture
- streamline operational activities within our central case management system to better integrate information collected throughout the complaint lifecycle, from complaint receipt to assessment through to investigations, witness liaison and reporting, to maintain better communication with complainants
- embed our Enterprise Data Platform – a centralised hub for IBAC’s data that will introduce a business intelligence capability and provide additional analytics.



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 people have the capability to deliver the long-term objectives of the organisation.

To do this over the next 12 months, we will focus on building capacity 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.

In 2025/26 we will:

- deliver psychosocial safety, mental health, and work health and safety legislation training
- conduct leadership development and capability workshops
- build a work health and safety management system
- implement a people, culture and capability service delivery maturity model to meet staff and organisational needs for recruitment, safety and wellbeing, and performance and development
- develop a new gender equity action plan
- develop a new digital strategy to enhance our data capabilities, allowing us to better use digital technology to reduce administrative burden, speed up approvals and streamline the way we work
- relocate to a new premises, improving opportunities for collaboration through co-location and improved office design and layout
- continue to build our internal cultural awareness and competence.

Performance targets 2025/26

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.

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%	

Strategic challenges

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 Risk Management Framework maintains a structured risk management approach aligned to the 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.

Our strategic challenges at a glance

Challenge	Link to our core work and strategic priorities
<p>Retaining public trust and stakeholder confidence</p> <p>Ineffective engagement and inability to deliver on IBAC’s legislative mandate may diminish community and stakeholder trust and confidence in IBAC.</p>	<ul style="list-style-type: none"> • Continue to prioritise serious and systemic public sector corruption and police misconduct risks to better target prevention and exposure work. • Ongoing review and refinement of four organisational frameworks: Investigations, Intelligence, External Communication and Reporting, and Public Interest Disclosures frameworks. • Engage with community leaders and organisations to explore opportunities to work together and encourage reporting. • Review and refine the complaints and assessment process. • Continue Victoria Police education program. • Deliver a corruption prevention campaign for public sector employees. • Continue focus on measuring perceptions of corruption and trust in IBAC. • Continue to implement Operations’ <i>Technical Capability Framework</i>. • Enhance internal governance and visibility relating to investigative timeliness.
<p>Managing financial resources</p> <p>Funding constraints undermine IBAC’s capacity to respond to stakeholder expectations and deliver on our legislative mandate and key strategic priorities.</p>	<ul style="list-style-type: none"> • The IBAC Annual Plan 2025/26 has been developed 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.

Our strategic challenges at a glance (cont.)

Challenge	Link to our core work and strategic priorities
<p>Maintaining employee engagement, capability and wellbeing</p> <p>Inability to attract, retain and develop a skilled and engaged workforce may impede IBAC’s ability to deliver our core work and strategic objectives.</p>	<ul style="list-style-type: none"> • Conduct leadership development and capability workshops. • Deliver psychosocial safety, mental health, and work health and safety legislation training. • Build a work health and safety management system. • Relocate to a new premises, improving opportunities for collaboration through co-location and improved office design and layout. • Develop a new gender equity action plan. • Operations division defensive skills and occupational health and safety programs. • Continue to implement Operations’ <i>Technical Capability Framework</i>.
<p>Responding to the needs and expectations of diverse communities, complainants and witnesses</p> <p>Inability to effectively communicate, engage or respond to Victoria’s diverse communities, people who make complaints or witnesses in IBAC investigations may erode trust in IBAC.</p>	<ul style="list-style-type: none"> • Further embed the Witness Liaison Team into IBAC operations. • Continue the Focused Police Complaints Team. • Refine and review complaints and assessment process. • Streamline operational activities within our central case management system. • Improve accessibility by updating IBAC’s phone number. • Continue to build our internal cultural awareness and competence.
<p>Building and maintaining corporate information systems</p> <p>Maintenance of legacy systems and inability to invest in digital infrastructure pose risks to the efficiency and effectiveness of IBAC’s operations and secure information handling.</p>	<ul style="list-style-type: none"> • Develop a new digital strategy. • Embed our Enterprise Data Platform – a centralised hub for IBAC’s data. • Streamline operational activities within our central case management system. • Implement system enhancements to improve the online complaint form.
<p>Ensuring good governance and compliance</p> <p>Ineffective governance or non-compliance with statutory obligations risks undermining public confidence and legal standing.</p>	<ul style="list-style-type: none"> • Ensure compliance with organisational <i>Governance Charter</i> and <i>Governance Framework</i>. • Work cooperatively with external oversight bodies. • Continue internal audit program and its oversight via the independent Audit and Risk Management Committee. • Ensure compliance with four organisational frameworks: Intelligence, Investigations, External Communication and Reporting, and Public Interest Disclosures. • Streamline policy development and implementation.

Funding

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

Table 1: IBAC funding overview 2025/26 to 2028/29¹

	2025/26	2026/27	2027/28	2028/29
	\$ million			
Annual appropriation	59.3	60.4	62.2	63.9
Budget and Finance Committee funding	0.5	0.0	0.0	0.0
Annual depreciation and equivalent funding	5.8	6.2	6.2	6.2
Total confirmed funding	65.6	66.5	68.4	70.1

Operating budget

As part of the state government’s budget process, IBAC submitted a budget bid to fund IBAC’s new police oversight responsibilities. The budget bid was largely unsuccessful with IBAC receiving only a once-off \$0.5m budget increase to fund these ongoing responsibilities. IBAC is currently considering the impact of its additional police oversight responsibilities under the *Human Source Management Act 2023 (Vic)* and the *Criminal Organisations Control Act 2012 (Vic)*, given funding limitations.

IBAC aims to continue to deliver on our statutory obligations while managing our budget responsibly and implementing cost saving initiatives to cover the shortfall between our annual confirmed funding, salary and wage increases under the Victorian Public Service Enterprise Agreement, and indexation on contracts.

Capital projects

Our 2025/26 capital expenditure budget includes \$1.6m for periodic asset replacement program and \$18.9m for new office fit-out funded through a cost neutral lease incentive.

¹ Figures are rounded



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