



## Integrity and Oversight Committee

# Appointment of a person to conduct the independent performance audits of the Independent Broad-based Anti-corruption Commission and Integrity Oversight Victoria

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### Report

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# Committee membership



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Narre Warren North

# About the Committee

The Integrity and Oversight Committee ('the Committee') is a joint investigatory committee constituted under the *Parliamentary Committees Act 2003* (Vic) ('*PC Act 2003* (Vic)').

The Committee comprises eight members of the Parliament of Victoria ('Parliament') drawn from both Houses of Parliament.

## Functions

The Committee is responsible for overseeing the Independent Broad-based Anti-corruption Commission ('IBAC') and Integrity Oversight Victoria ('IOV'), as well as the Office of the Victorian Information Commissioner, Victorian Ombudsman, and Parliamentary Workplace Standards and Integrity Commission.

In accordance with s 7(1) of the *PC Act 2003* (Vic), the Committee's functions—as particularly relevant to the independent performance audit of IBAC and IOV—include:

- monitoring and reviewing IBAC and IOV's performance of their duties and functions
- reporting to both Houses of Parliament on any matter connected with IBAC and IOV's performance of their duties and functions
- carrying out other functions conferred on the Committee by or under the *Independent Broad-based Anti-corruption Commission Act 2011* (Vic) ('*IBAC Act 2011* (Vic)') and *Integrity and Oversight Victoria Act 2011* (Vic) ('*IOV Act 2011* (Vic)').

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# Appointment of a person to conduct the independent performance audits of the Independent Broad-based Anti-corruption Commission and Integrity Oversight Victoria

## 1.1 Legislative requirements

The Independent Broad-based Anti-corruption Commission ('IBAC') is responsible for investigating and exposing serious or systemic corrupt conduct.<sup>1</sup> It has a broad legislative ambit, which includes, for instance, identifying, exposing and investigating police personnel misconduct;<sup>2</sup> conducting preliminary inquiries;<sup>3</sup> holding examinations;<sup>4</sup> and, performing various educative and preventative functions.<sup>5</sup>

Integrity Oversight Victoria ('IOV') oversees IBAC and Victoria's 14 additional integrity, accountability and investigatory bodies.<sup>6</sup> IOV's functions include, for example, receiving complaints about IBAC and its personnel;<sup>7</sup> monitoring Victorian Auditor-General Office ('VAGO') officers' exercise of coercive powers;<sup>8</sup> and, reporting and making recommendations in respect of the Parliamentary Workplace Standards and Integrity Commission.<sup>9</sup> It also has general and specific powers under the *IOV Act 2011* (Vic) to perform its functions.<sup>10</sup>

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<sup>1</sup> *Independent Broad-based Anti-corruption Commission Act 2011* (Vic), s 15(1A).

<sup>2</sup> *Independent Broad-based Anti-corruption Commission Act 2011* (Vic), s 15(2)(b).

<sup>3</sup> *Independent Broad-based Anti-corruption Commission Act 2011* (Vic), s 15(3)(ba).

<sup>4</sup> *Independent Broad-based Anti-corruption Commission Act 2011* (Vic), s 15(3)(c).

<sup>5</sup> *Independent Broad-based Anti-corruption Commission Act 2011* (Vic), s 15(5)–(6).

<sup>6</sup> IOV, *Annual report 2024–25*, Melbourne, 2025, p. 8.

<sup>7</sup> *Integrity Oversight Victoria Act 2011* (Vic), s 11(2)(d).

<sup>8</sup> *Integrity Oversight Victoria Act 2011* (Vic), s 11(3)(a)(i).

<sup>9</sup> *Integrity Oversight Victoria Act 2011* (Vic), s 11(4A).

<sup>10</sup> *Integrity Oversight Victoria Act 2011* (Vic), see ss 12–13.

Sections 170 of the *IBAC Act 2011* (Vic), and 90D of the *IOV Act 2011* (Vic) provide, in part, that:

- (1) A suitably qualified person may be appointed by resolution of the Legislative Council and Legislative Assembly, on the recommendation of the Committee, as an independent performance auditor of IBAC and IOV other than the following—
  - (a) the Auditor-General
  - (b) any other VAGO officer, within the meaning of s 3(1) of the *Audit Act 1994* (Vic)
  - (c) a person engaged by the Auditor-General under s 7 of the *Audit Act 1994* (Vic) to assist in the performance of a function under that Act
  - (d) a person to whom the Auditor-General has delegated a power or function under s 8 of the *Audit Act 1994* (Vic).
- (2) The independent performance auditor—
  - (a) is appointed on such terms and conditions and is entitled to such remuneration as are determined by the Committee
  - (b) in conducting the audit, must comply with directions as to the audit given by the Committee.
- (3) Remuneration payable under the appointment is paid out of the Consolidated Fund which is to the necessary extent appropriated accordingly.
- (4) The independent performance auditor must conduct a performance audit at least once every four years to determine if IBAC and the IOV are achieving their objectives effectively, economically and efficiently and in compliance with the *IBAC Act 2011* (Vic) and *IOV Act 2011* (Vic).
- (5) Subject to any directions given by the Committee, the independent performance auditor may exercise any powers of the Auditor-General under pt 7 of the *Audit Act 1994* (Vic) to the extent necessary to conduct the audit as if a reference in that part to the Auditor-General includes a reference to the independent performance auditor.
- (6) The independent performance auditor may apply additional auditing and assurance standards applied by the Auditor-General under s 78(2) of the *Audit Act 1994* (Vic) while undertaking the performance audit of IBAC and the IOV.

Sections 170A(4) of the *IBAC Act 2011* (Vic), and 90E(4) of the *IOV Act 2011* (Vic) provide that the independent performance auditor must transmit their report to each House of Parliament within 7 sitting days of completing the report.

Under ss 170A(2) of the *IBAC Act 2011* (Vic), and 90E(2) of the *IOV Act 2011* (Vic), the independent performance auditor may include any relevant information and recommendations.



## 1.2 Evaluation process

The independent performance audit is the second occasion on which IBAC and IOV have been audited in accordance with ss 170–170A of the *IBAC Act 2011* (Vic) and 90D–90E of the *IOV Act 2011* (Vic). On 11 August 2025, the Committee resolved to establish an Audit Subcommittee (‘the Subcommittee’) to assist with the tender evaluation process and day-to-day carriage of the performance audit.

The Committee Secretariat, in consultation with Parliament’s Department of Parliamentary Services and a third-party technical expert, Ms Julianna Demetrius, prepared the request for tender, probity and evaluation documents, audit specifications, proposed terms and conditions, and other related documents, required to appoint an independent performance auditor.

As part of this process, the Committee actively consulted with the Victorian Attorney-General and Department of Justice and Community Safety, and additional stakeholders, for the purpose of reviewing and improving the legislative framework that underpins the performance audits.

On 13 October 2025, the Committee resolved to conduct a select tender process to appoint an independent performance auditor to undertake the performance audit of IBAC and IOV in 2025/26.

The request for tender was released on 15 October 2025 via Tenders Victoria and closed on 17 November 2025. On 24 November 2025, the Subcommittee assessed the submissions in accordance with the evaluation criteria outlined in the request for tender. The Subcommittee short-listed candidates and conducted interviews. The Secretariat conducted made further enquiries on behalf of the Subcommittee as appropriate.

## 1.3 Performance auditor’s responsibilities

As specified in the request for tender, the independent performance auditor’s statutory objective is to determine whether IBAC and IOV are achieving their objectives effectively, economically and efficiently and in compliance with the *IBAC Act 2011* (Vic) and *IOV Act 2011* (Vic).

The auditor is to review IBAC and IOV’s performance during the two-year period immediately prior to, and ending on, 30 June 2025. The auditor is to make findings and recommendations with respect to the audit specifications (see Appendix A) in accordance with ss 170–170A of the *IBAC Act 2011* (Vic) and 90D–90E of the *IOV Act 2011* (Vic).

The performance auditor's responsibilities, for the mutual benefit of Parliament and the auditor, include (among other things):

- providing the services required by Parliament in the manner set out in the audit specifications
- not being involved in a position that may or does give rise to an actual, potential or perceived conflict of interest with their duty to independently perform the services in accordance with the *IBAC Act 2011* (Vic) and *IOV Act 2011* (Vic)
- complying with ss 170(1) of the *IBAC Act 2011* (Vic) and 90D(1) and *IOV Act 2011* (Vic), which require that a person appointed by Parliament as a performance auditor must not be engaged by the Auditor-General to assist the Auditor-General under s 7 of the *Audit Act 1994* (Vic), or a person who holds a delegation from the Auditor-General under s 8 of the *Audit Act 1994* (Vic), or a person engaged by IBAC or the IOV to provide services
- undertaking the audit and providing evidence that it has been conducted in accordance with the relevant Australian auditing and assurance standards, including those applied by the Auditor-General under s 78(2) of the *Audit Act 1994* (Vic)
- demonstrating a commitment and ability to work in collaboration with Parliament over the term of any agreed contractual period to continuously seek improvements in value, efficiency and productivity in connection with providing the services
- evidencing a preparedness to work with Parliament to continually identify opportunities for improvement in the quality and level of service provided to Parliament.

## 1.4 Time line and key deliverables

The Committee has specified that the independent performance auditor is to provide the following project deliverables in the performance audit of IBAC and IOV:

- specify the performance criteria and the qualitative and quantitative measures against which IBAC and IOV have been assessed
- provide an independent assessment of IBAC and IOV's performance and set out the evidence supporting the audit's findings and recommendations
- provide an overall opinion on whether IBAC and IOV have complied with the *IBAC Act 2011* (Vic) and *IOV Act 2011* (Vic)
- provide an overall opinion on whether IBAC and IOV are achieving their objectives effectively, economically and efficiently.

The Committee has mandated the following timeline in respect of the performance audit and key project deliverables:

- December 2025—Contract service delivery commences
- January 2026
  - Audit plan submitted for the Committee’s approval
  - Audit fieldwork commences
- March 2026—Progress report submitted
- July 2026
  - First draft audit report submitted
  - Procedural fairness processes under ss 170A(3) of the *IBAC Act 2011* (Vic) and 90E(3) of the *IOV Act 2011* (Vic) are complied with
- August 2026:
  - Final audit report submitted
  - Final audit report tabled in Parliament.

## 1.5 Recommended appointment

The Committee resolved on 1 December 2025 to recommend the appointment of O’Connor Marsden and Associates Pty Ltd (‘O’Connor Marsden’) to conduct the performance audit of IBAC and IOV.

In accordance with the request for tender and evaluation process, the Committee considers that O’Connor Marsden has the requisite experience in auditing, and has demonstrated a sound understanding of audit approaches relevant to successfully undertaking the performance audit of IBAC and IOV.

The Committee recommends that O’Connor Marsden be appointed for the purpose of undertaking the performance audit of IBAC and IOV at the fixed total fees tendered for the audits’ three key project deliverables, as outlined in the recommendation below.

## 1.6 Recommendation

The Committee's recommendation is as follows:

**RECOMMENDATION:** That, in accordance with ss 170(1) of the *Independent Broad-based Anti-corruption Commission Act 2011* (Vic), and 90D(1) of the *Integrity and Oversight Victoria Act 2011* (Vic), the Legislative Council and Legislative Assembly appoint O'Connor Marsden and Associates Pty Ltd ('O'Connor Marsden'):

- to conduct the performance audit of the Independent Broad-based Anti-corruption Commission ('IBAC') and Integrity Oversight Victoria ('IOV')
- in accordance with the Agreement for the provision of services for the performance audit of the IBAC and IOV
- at the following fixed-fee level of remuneration of \$397,485 (including GST), in respect of the performance audit of IBAC, to be paid upon completion of the following:
  - \$79,497 (including GST) upon Parliament's acceptance of O'Connor Marsden's audit plan, representing 20 per cent of the total fee
  - \$119,245.50 (including GST) upon Parliament's acceptance of O'Connor Marsden's progress report, representing 30 per cent of the total fee
  - \$198,742.50 (including GST) upon Parliament's acceptance of O'Connor Marsden's final draft report, representing 50 per cent of the total fee.
- at the following fixed-fee level of remuneration of \$205,700 (including GST), in respect of the performance audit of the IOV, to be paid upon completion of the following:
  - \$41,400 (including GST) upon Parliament's acceptance of O'Connor Marsden's audit plan, representing 20 per cent of the total fee
  - \$61,710 (including GST) upon Parliament's acceptance of O'Connor Marsden's progress report, representing 30 per cent of the total fee
  - \$102,850 (including GST) upon Parliament's acceptance of O'Connor Marsden's final draft report, representing 50 per cent of the total fee.

**Adopted by the Integrity and Oversight Committee  
Parliament of Victoria, East Melbourne  
1 December 2025**

# Appendix A

## Final specification— independent performance audit of IBAC and IOV



# Parliament of Victoria

## **Final specification—Independent performance audit of the Independent Broad-based Anti-corruption Commission 2026**

### **1. Audit objective**

To assess whether in carrying out its statutory functions and related activities, the Independent Broad-based Anti-corruption Commission (IBAC) is meeting the objectives of the *Independent Broad-based Anti-corruption Commission Act 2011* (Vic) (the IBAC Act).

The objectives of the IBAC Act are to —

- (a) identify and expose public sector corruption and police misconduct by undertaking investigations into suspected corrupt conduct and suspected police misconduct
- (b) monitor and oversee the use of police powers as required by relevant legislative frameworks
- (c) educate the public sector, police and community about the harm caused by corruption and police misconduct
- (d) assist the public sector and police in improving capability to prevent corruption and police misconduct.

### **2. Audit specification**

The audit will be conducted in accordance with the Australian Auditing and Assurance Standards Board's Australian Standards (ASBA Standards) on Assurance Engagements, namely:

- ASAE 3100 Compliance Engagements; and
- ASAE 3500 Performance Engagements.

The audit will be conducted under a reasonable assurance engagement.

In accordance with ss 170–170A of the IBAC Act, the independent performance auditor is required to review IBAC's performance during the two-year period ending on 30 June 2025 and make findings and recommendations with respect to the following specification.

In assessing whether and how the IBAC has met the objectives of the IBAC Act, the audit specification will focus on performance across four domains:

1. performance of principal and other statutory functions
2. corporate governance and planning
3. business processes and performance improvement
4. workforce suitability and capability

The auditor will have regard to the performance indicators outlined for each of the four domains as outlined in section 2.1 below.

The independent auditor appointed will consult with IBAC in developing the audit methodology, including how specific indicators will be examined and identifying sources of evidence, having regard to the sensitivity of certain records, the timeframe for audit and ensuring the resourcing impact on the agency is minimised.

## **2.1 Indicators of performance**

### **2.1.1 Performance of principal and other statutory functions**

- conduct which may constitute serious corrupt conduct or systemic corrupt conduct is efficiently and appropriately assessed and responded to including undertaking preliminary inquiries, investigations or referring the matter to other relevant persons or bodies to handle
- complaints and notifications received about police officers and protective services officers are appropriately assessed and responded to against applicable ethical and professional standards having regard to the *Charter of Human Rights and Responsibilities Act 2006*, including undertaking preliminary inquiries and investigations
- research and intelligence gathering activities are well targeted to inform and support investigations
- public sector systems and legislation are examined to assist the public sector to prevent corrupt conduct and police personnel misconduct
- improper and corrupt conduct is identified, exposed and related preventative measures are proposed
- responsibilities under the *Public Interest Disclosures Act 2012* (Vic) are effectively performed
- information, education and training to the Victorian community, public sector and police personnel which promotes:
  - the detrimental effects of corruption on public administration and strategies to prevent corruption, and
  - the detrimental effects of police personnel misconduct and strategies to prevent police personnel misconductis regularly delivered
- the majority of recommendations made are adopted by relevant entities
- active engagement occurs with diverse groups within the Victorian community (including Aboriginal people, people from culturally and linguistically diverse communities, people living in regional and remote communities) to help increase their knowledge of, and access to, the IBAC
- the IBAC's own complaint handling systems are accessible and responsive to the needs of people with disability

### **2.2.2 Corporate governance and planning**

- adequate processes are in place for making sound and impartial decisions about determining operational priorities, including prioritising its attention to the investigation and exposure of corrupt conduct which may constitute serious corrupt conduct or systemic corrupt conduct, and a method for evidencing such decision-making exists



- compliance with all statutory reporting obligations is met (including reporting matters to Integrity Oversight Victoria)
- robust systems are in place for identifying and managing internal and external risks across relevant domains
- strategic planning processes (including, for example, those related to the IBAC's annual plan) are robust and responsive to the external environment and include measures for assessing whether IBAC has attained (and how it will maintain) the confidence of the public
- performance against strategic goals is effectively monitored, measured and publicly reported on
- internal business plans and staff work plans demonstrate how strategic objectives will be met and are well understood by staff
- consideration is given to effective initiatives reported on (including corruption prevention strategies, investigations, intelligence gathering, research and projects) by like bodies nationally and internationally
- stakeholders/relevant parties involved in the execution of functions are effectively engaged and managed (including members of the public, peak and community interest groups, as well as persons of interest and witnesses in investigations and hearings)
- evidence-based submissions are made to support budget bids

### 2.2.3 Business processes and performance

- structured and evidence-based processes are in place for prioritising work against its statutory objectives
- staff participate in suitable induction processes when they join the office or change roles
- staff receive regular on-the-job supervision and participate in periodic performance management processes
- clear policy and procedural frameworks are in place to guide staff in the performance of their work to ensure quality and productivity
- technology systems are used to support the work of staff and promote business efficiency
- business processes are regularly reviewed to improve performance and related changes are made to operations when appropriate
- planning is undertaken to ensure capability building for future needs
- internal intelligence capability exists to enable staff to detect trends in complaints/notifications and inform operational activities, as well as to assist public sector agencies and police to learn from the type of issues being raised
- adequate processes are used to measure and manage the costs of performing statutory functions, including how potential savings are identified, costs and waste are reduced

### 2.2.4 Workforce suitability and capability

- effective systems for ensuring the probity, integrity and suitability of staff are in place
- existence of a strong integrity culture which is regularly promoted and reinforced
- strategies are implemented to promote staff wellbeing, safety and resilience and related measures to assess their success (e.g., regular culture surveys)

- effective communication channels exist between staff, management and the executive to report and address staff concerns
- sound systems, policies and procedures for handling complaints and public interest disclosures by staff as well as other internal grievances are in place
- fair, equitable and inclusive staff recruitment processes are utilised
- effective staff retention, succession and transition planning occurs, including a comprehensive staff training programme, on-the-job learning, rotation and professional development and leadership opportunities being offered
- key workforce gaps are identified and addressed through targeting recruitment and training
- appropriate internal controls exist for engaging and managing external contractors, including compliance with the Victorian Public Sector Commission's Guidance for managers engaging contractors and consultants.

# Parliament of Victoria

## **Final specification—Independent performance audit of Integrity Oversight Victoria 2025/26**

### **1. Audit objective**

Integrity Oversight Victoria (IOV) oversees 15 bodies including the Independent Broad-based Anti-corruption Commission (IBAC) and the Victorian Ombudsman.

The IOV provides Parliament and the people of Victoria with independent assurance that the bodies it oversees act lawfully and properly.

The primary objectives of the IOV are to—

- enhance IBAC’s compliance with the IBAC Act and other laws, and assist in improving its capacity in performing duties and functions and exercising powers
- assist in improving the capacity of IBAC and IBAC personnel in the performance of their duties and functions and the exercise of their powers
- monitor compliance by a Public Interest Monitor with the prescribed obligations
- independently oversight the Victorian Auditor General’s Office, the Ombudsman, the Parliamentary Workplace Standards and Integrity Commission, officers of the Office of the Victorian Information Commissioner, and the Chief Examiner and Examiners
- monitor the use of coercive powers by the Judicial Commission and Wage Inspectorate Victoria
- within its jurisdiction for each agency, identify when the conduct of integrity bodies or their staff is unlawful
- where appropriate, recommend action to help prevent specified conduct continuing or occurring in the future
- where appropriate, recommend action to remedy any loss or harm

The objective of the audit is to assess whether in carrying out its statutory functions and related activities, the IOV is meeting the objectives of the *Integrity Oversight Victoria Act 2011* (Vic) (the IOV Act) effectively, economically and efficiently and in compliance with the IOV Act.

### **2. Audit specification**

The audit will be conducted in accordance with the Australian Auditing and Assurance Standards Board’s Australian Standards on Assurance Engagements, including:

- ASAE 3100 Compliance Engagements; and
- ASAE 3500 Performance Engagements

The audit will be conducted under a reasonable assurance engagement.

In accordance with ss 90D-90E of the IOV Act, the independent performance auditor is required to review the IOV’s performance during the two-year period ending on 30 June 2025 and make findings and recommendations with respect to the following specification.

In assessing whether and how the IOV has met the objectives of the IOV Act, the audit specification will focus on performance across four domains:

1. performance of principal and other statutory functions
2. corporate governance and planning
3. business processes and performance improvement
4. workforce suitability and capability

The auditor will have regard to the performance indicators for each of the four domains as outlined in section 2.1 below.

The independent auditor appointed will consult with the IOV in developing the audit methodology, including how specific indicators will be examined and identifying sources of evidence, having regard to the sensitivity of certain records, timeframe for audit and ensuring that the resourcing impact on the agency is minimised.

## **2.1 Indicators of performance**

### **2.1.1 Performance of principal and other statutory functions**

The IOV functions differ for each of the 15 bodies it oversees.

This audit will focus on the performance of the IOV's functions with respect to the following four integrity bodies:

- IBAC
- the Ombudsman
- the Office of the Victorian Information Commissioner, and
- the Parliamentary Workplace Standards and Integrity Commission

The indicators below relate to the IOV's functions with respect to each of the four bodies.

#### **For relevant integrity bodies**

- complaints received about relevant integrity bodies<sup>1</sup> and their officers are efficiently and effectively assessed and responded to including unbiased and documented decisions for complaint outcomes, including any decisions to undertake investigations
- the exercise of coercive powers by relevant integrity bodies<sup>2</sup> is effectively monitored
- compliance with the legislation governing telecommunication interception, surveillance devices, or controlled operations conducted by relevant integrity bodies is assessed through inspections and reporting<sup>3</sup>

#### **IBAC**

- IBAC's compliance with the IBAC Act and other relevant laws is monitored and assessed

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<sup>1</sup> IBAC, the Victorian Ombudsman, the Office of the Victorian Information Commissioner, and Parliamentary Workplace Standards.

<sup>2</sup> IBAC, the Victorian Ombudsman, the Office of the Victorian Information Commissioner, and Parliamentary Workplace Standards and Integrity Commission.

<sup>3</sup> IBAC only.

- public interest disclosures (PIDs) made about IBAC and its officers are efficiently and lawfully assessed and responded to including undertaking investigations where required
- the appropriateness and effectiveness of IBAC policies and procedures that relate to the legality and propriety of IBAC's activities (including those relating to public interest disclosures) are reviewed and assessed
- IBAC's performance of its public interest disclosures function is overseen effectively
- IBAC's interactions with other integrity bodies is effectively monitored to ensure compliance with relevant laws

### **Victorian Ombudsman**

- PID procedures of the Victorian Ombudsman are reviewed to ensure compliance with PID Act requirements
- compliance with procedural fairness obligations by the Victorian Ombudsman is monitored

### **Victorian Information Commissioner**

- compliance with procedural fairness obligations (with respect to the exercise of coercive powers) by the Victorian Information Commissioner is monitored

### **Parliamentary Workplace Standards and Integrity Commission**

- compliance with procedural fairness obligations by the Parliamentary Workplace Standards and Integrity Commission is monitored

### **Generally**

- the majority of recommendations made are adopted by relevant integrity bodies
- the IOV's own complaint handling systems are accessible and responsive to the needs of diverse groups within the Victorian community

### **2.2.2 Corporate governance and planning**

- adequate processes are in place for making sound and impartial decisions about determining operational priorities, and a method for evidencing such decision-making exists
- compliance with all statutory reporting obligations is met
- robust systems are in place for identifying and managing internal and external risks across relevant domains
- strategic planning processes (including, for example, those related to the IOV's annual plan) are robust and responsive to the external environment and include measures for assessing whether IOV has attained (and how it will maintain) the confidence of the public
- performance against strategic goals is effectively monitored, measured and publicly reported on
- internal business plans and staff work plans demonstrate how strategic objectives will be met and are well understood by staff
- consideration is given to effective methods reported on by like bodies nationally and internationally
- stakeholders/relevant parties involved in the execution of functions are effectively engaged and managed

- evidence-based submissions are made to support budget bids

### 2.2.3 Business processes and performance

- structured and evidence-based processes are in place for prioritising work against its statutory objectives
- staff participate in suitable induction processes when they join the office or change roles
- staff receive regular on-the-job supervision and participate in periodic performance management processes
- clear policy and procedural frameworks are in place to guide staff in the performance of their work to ensure quality and productivity
- technology systems are used to support the work of staff and promote business efficiency
- business processes are regularly reviewed to improve performance and related changes are made to operations when appropriate
- planning is undertaken to ensure capability building for future needs
- internal intelligence capability exists to enable staff to detect trends in complaints/notifications and inform operational activities, as well as to assist bodies IOV oversees to learn from the type of issues being raised
- adequate processes are used to measure and manage the costs of performing statutory functions, including how potential savings are identified, costs and waste are reduced

### 2.2.4 Workforce suitability and capability

- effective systems for ensuring the probity, integrity and suitability of staff are in place
- existence of a strong integrity culture which is regularly promoted and reinforced
- strategies are implemented to promote staff wellbeing, safety and resilience and related measures to assess their success (e.g., regular culture surveys)
- effective communication channels exist between staff, management and the executive to report and address staff concerns
- sound systems, policies and procedures for handling complaints and public interest disclosures by staff as well as other internal grievances are in place
- fair, equitable and inclusive staff recruitment processes are utilised
- effective staff retention, succession and transition planning occurs, including a comprehensive staff training programme, on-the-job learning, rotation and professional development and leadership opportunities being offered
- key workforce gaps are identified and addressed through targeting recruitment and training
- appropriate internal controls exist for engaging and managing external contractors, including compliance with the Victorian Public Sector Commission's Guidance for managers engaging contractors and consultants