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Independent Broad-based Anti-corruption Commission

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(Independent Broad-based Anti-corruption Commission)



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Responsible body's declaration

In accordance with the *Financial Management Act 1994*, the *Independent Broad-based Anti-corruption Commission Act 2011* and the *Public Interest Disclosures Act 2012*, I am pleased to present the Independent Broad-based Anti-corruption Commission's annual report for the year ending 30 June 2021.



The Honourable Robert Redlich AM, QC
Commissioner
Independent Broad-based Anti-corruption Commission
2 September 2021

About this report

This annual report outlines IBAC's work in the 2020/21 financial year to build a corruption-resistant Victorian public sector. It details our operational and financial performance, achievements, and how we work to prevent and expose public sector corruption and police misconduct.

This report is a key accountability document and one way we report on our activities and outcomes to our stakeholders: the Parliament of Victoria, Victoria Police, public sector leaders and employees, and the Victorian community.

We report in accordance with the *Financial Management Act 1994*, the *Independent Broad-based Anti-corruption Commission Act 2011* (IBAC Act) and the *Public Interest Disclosures Act 2012*.

We have made changes to this report so that IBAC meets our changing reporting obligations under these Acts, including:

- a new structure to reflect the new Department of Treasury and Finance model report
- reporting on the implementation of our annual plan for 2020/21.

For legal and operational reasons, we cannot report on some activities publicly. Some of our work is long-term with results occurring months or years after our initial involvement. This includes potential criminal prosecutions and changes in public sector and community practices, which affect our ability to report, and the timing of our reporting.

Wherever possible, when activities are no longer sensitive or constrained by legal and statutory requirements, we inform the public.

IBAC's year at a glance

Complaints/notifications, allegations and public interest disclosures

2832

complaints/notifications received, a 17% increase on 2019/20



4965

allegations assessed, a 17% decrease on 2019/20

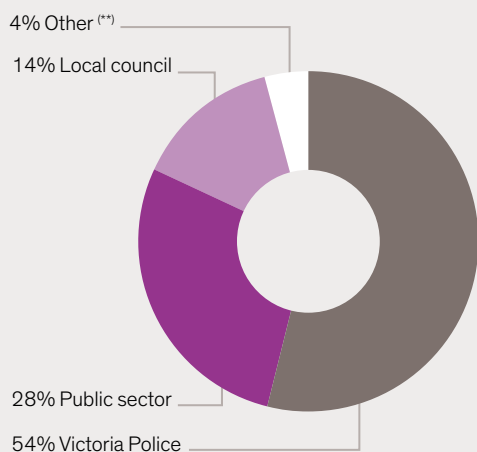


785

allegations assessed as public interest complaints or protected disclosures, a 34% decrease on 2019/20*



Allegations by sector



Investigations and outcomes

14

investigations and preliminary inquiries into alleged serious public sector corruption and police misconduct commenced



19

investigations and preliminary inquiries finalised

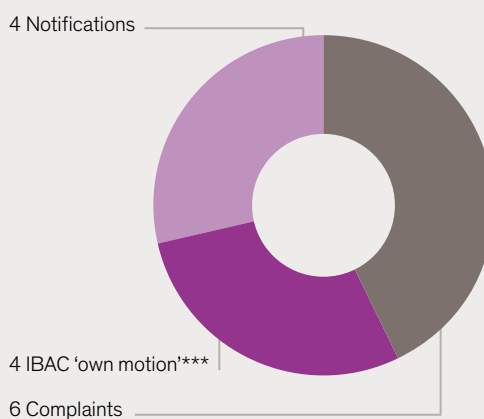


33

formal recommendations made (under the IBAC Act) for public sector agencies, including Victoria Police, to improve their systems, practices and controls



Source of IBAC investigations and preliminary inquiries commenced in 2020/21



Reviews

64

reviews of police investigations completed, an 8% increase on 2019/20



28

reviews of public sector investigations completed, a 250% increase on 2019/20



Prevention initiatives

115

corruption prevention initiatives delivered



98.5%

satisfaction rating with corruption prevention initiatives delivered



6

special and research reports published exposing corruption and misconduct, and ways it can be prevented



Social reach

283,000

unique visits to IBAC's website, a 75% increase on 2019/20



3500

subscribers to *IBAC Insights*



7800

Twitter and LinkedIn followers



- * On 1 January 2020, the *Public Interest Disclosures Act 2012* came into effect and the terminology changed. From 1 July until 31 December 2019, disclosures were recorded as protected disclosures. After 1 January 2020, disclosures were recorded as public interest disclosures.
- ** Other includes the Victorian Parliament, the judiciary and out of jurisdiction.
- *** IBAC can be advised of corruption and police misconduct matters in different ways. If IBAC decides to investigate on its own motion, that is, without a complaint from an individual or a notification from a public sector body, this investigation is referred to as an 'own motion' investigation.

Commissioner's message



This year we again lived with the uncertainty created by recurring COVID-19 outbreaks and the associated restrictions. The enduring nature of this pandemic has changed the way we conduct our business and indeed how we live our lives. Thankfully,

in part to the opportunities created by technology, we have learnt innovative and efficient ways to deliver our core functions to prevent and expose public sector corruption and police misconduct.

Public hearings are an important tool in creating a corruption-resistant public sector. Our move to video streaming of public hearings allowed us to continue with our important work in conducting public examinations and provided greater access for the Victorian community to understand what corruption looks like.

Our examinations, whether they be public or private, require an enormous body of preparatory work. In 2020/21 IBAC conducted 47 days of private examinations and held 31 days of public examinations.

Our public examinations included hearings into allegations of serious corrupt conduct related to the planning and property development decisions at the City of Casey Council as part of Operation Sandon. Public hearings were also held as part of IBAC's Operation Esperance, an investigation into allegations of serious corrupt conduct during the tendering, procurement and management of major contracts within V/Line and Metro Trains Melbourne. It is important to recognise public hearings may be of immense value by bringing attention to a particular area of systemic or serious misconduct and thereby serving the public interest. The findings and recommendations of these major investigations will form reports to be tabled in Parliament in the months ahead. Because of the restrictive conditions which must be met before a public hearing can be commenced, there are other investigations which continue to be conducted in private but which will result in the publication of special reports.

I would like to thank all the people who bravely came forward to report suspected corruption and police misconduct. This reporting period we received a 17 per cent increase in complaints and notifications. It takes courage to speak out and it is this courage that enables IBAC to do our work.

Prevention is key

Our activities to expose corruption – including investigations, reviews, research and strategic intelligence analysis – are the foundation upon which our prevention work is built.

IBAC investigations consider broader systemic issues and gaps or weaknesses in controls that may facilitate public sector corruption or police misconduct. During 2020/21, we made 33 formal recommendations under the IBAC Act for public sector agencies to improve their systems, practices and controls. IBAC requires agencies to respond to recommendations within a specified period and, in so doing, share lessons learned and actions taken to strengthen systems and processes.

In this reporting period IBAC tabled three Special Reports to Parliament. Each of these Special Reports focused on key learnings and are critical in our role to rehabilitate offenders and build a public sector that actively resists corruption: Operation Gloucester – an investigation into improper evidentiary and disclosure practices in relation to the Victoria Police investigation of the murders of Sergeant Gary Silk and Senior Constable Rodney Miller; Operation Meroo – an investigation into allegations that the former CEO of a Victorian regional health service misused their position and engaged in corrupt conduct; and a Special Report on corrections – the culmination of four completed investigations (Operations Rous, Caparra, Nisidia and Molará) that uncovered serious systemic corruption issues facing the corrections sector.

Exposing corruption and misconduct

Investigations remain an integral part of our function to expose and prevent public sector corruption and police misconduct. In 2020/21, IBAC commenced seven new investigations and seven preliminary investigations.

This year IBAC also finalised 19 investigations and preliminary inquiries. The completion of investigative field work is the first step in a long process before the public value of investigations is fully realised. The critical and resource intensive work that follows can include preparation of evidence, public or private examinations, coordination of the natural justice process, engagement with key stakeholders on findings and learnings, and ultimately monitoring the implementation of our recommendations.

This point is perhaps best illustrated by Operation Ord, a major IBAC investigation that commenced in 2015. Operation Ord investigated the conduct of then senior officers of the Department of Education and Training (DET), and others, in connection with the use of 'banker schools' and related activities. It was only this year that a former DET Director and his cousin were sentenced to jail in the County Court of Victoria. This outcome is a result of people across IBAC who worked diligently on this investigation and the resulting prosecutions, and significant prevention and education outcomes over several years.

Strengthening police oversight

IBAC's independent oversight of Victoria Police focuses on ensuring police act fairly and in accordance with the law. The breadth of IBAC's activities in acquitting this oversight role is significant.

In addition to our often-public investigations, IBAC actively oversees current internal police investigations to ensure the investigation is thorough and impartial. IBAC also reviews completed police investigations based on how serious the allegations are, whether it is in the public interest, or if it is a particular area of focus for IBAC, such as excessive use of force.

IBAC's reviews allow us to consider Victoria Police's systems for handling complaints. We look at whether investigation outcomes were appropriate and if the process was even-handed. Following a review, we work with Victoria Police to drive procedural and system improvements and to provide input into the development of key police policies to reduce police misconduct. Ultimately, our reviews result in actions to improve the outcomes for victims and complainants.

IBAC also oversees Victoria Police compliance with five Acts. From 2022 IBAC will also assume a compliance and reporting function in relation to Victoria Police's registration and management of human sources.

Our task to inform and educate both the community and the police about IBAC's role to encourage the reporting of police misconduct and advising on ways that police misconduct can be prevented is also considerable.

IBAC publishes a range of information and conducts research and strategic intelligence projects to examine systemic issues and risks, and recommend actions to strengthen police policies, systems and practices. IBAC actively contributes to and participates in police education programs, and we engage directly with Divisions, Regions and Commands to provide information and education services to reinforce the important role every officer performs to uphold Victoria Police standards.

This year, IBAC's oversight of Victoria Police included the commencement of five investigations and four preliminary inquiries. We also completed five investigations concerning allegations of unlawful assault and excessive use of force by police officers, and allegations of police personnel misusing their position in various ways, including falsifying documents, perjury and dealing with the proceeds of crime.

Commissioner's message

A number of IBAC investigations resulted in charges being laid, including a former Victoria Police officer who was sentenced following an investigation into the assault of a 15-year-old boy (Operation Durack), three Victoria Police officers charged with negligently causing serious injury (Operation Blackmore), and a Leading Senior Constable charged with recklessly causing injury and common assault (Operation Langlo). IBAC is awaiting the finalisation of these matters which are currently before the Courts.

Earlier this year, the Government announced a systemic review of Victoria's police oversight system. The intention to ensure that Victoria has a robust and accountable system of police oversight, which places a stronger focus on the needs of complainants and victims of police misconduct, is welcome and consistent with IBAC's independent police oversight role. We look forward to contributing to this important review over the coming year.

Much needed legislative reform

As Commissioner, one of my most important roles is to ensure IBAC has the powers and resources required to fulfil its functions to prevent and expose corruption and misconduct.

As part of the Victorian Government's 2021/22 budget package, IBAC received additional funding of \$20 million over four years. The additional non-recurrent funding will be directed to increase our resourcing on prevention and education work and recruit much needed additional investigators on a short-term basis.

To effectively fulfil our functions to expose and prevent corruption and misconduct, we also need to be supported by best-practice legislation. As it stands, elements of IBAC's legislation cause investigations to be unnecessarily delayed or frustrated by lengthy litigation because we are unable to gain access to crucial evidence and information. Particularly with respect to claims of privilege, investigations can be impeded for inordinate periods as litigation in the Supreme Court is the only mechanism provided to resolve such claims, regardless of their merit. In this, and other important areas, some legislative amendments are necessary in order to ensure that IBAC can discharge its functions in an expeditious and effective way.

Our prevention function could also be strengthened by legislative amendments to allow IBAC to conduct examinations for the purposes of prevention and education. In addition, the recommendations we make arising from investigations are currently required to be made in private and can only be published in special or annual reports if we are not satisfied that the agency has responded. We are seeking reform to enable us to publish recommendations relating to matters arising from investigations to help other public sector agencies enhance their corruption prevention strategies, and also ensure greater transparency and accountability for agencies who are the subject of an IBAC recommendation.

Many of these legislative reforms can be found in the powers available to integrity agencies in other Australian jurisdictions. IBAC will continue to engage with government to explore legislative reform to better enable us to perform our duties and functions.

Leadership changes

In November 2020 we farewelled Deputy Commissioner Katie Miller. Ms Miller focused on building IBAC's relationship with Victoria Police and played a key role in enhancing our relationship and engagement with a range of our key stakeholders.

I was pleased to announce that the government appointed two new Deputy Commissioners, in addition to Deputy Commissioner David Wolf, to IBAC this year.

Kylie Kilgour, who commenced at IBAC in January 2021 in an acting capacity, was appointed permanently to the position of Deputy Commissioner. Furthermore, in recognition of IBAC's significant and ever-growing workload, the government appointed Stephen Farrow as a third Deputy Commissioner in July 2021.

A note of thanks

Despite the challenges we all faced in managing life during a pandemic, this year was a productive year for IBAC. I thank every one of our employees, the Chief Executive Officer, IBAC's Deputy Commissioners, the Executive Directors, and the broader leadership team for their contributions towards preventing and exposing serious corruption and police misconduct. I look forward to another year working together towards this shared vision.



The Honourable Robert Redlich AM, QC
Commissioner

CEO's message



For most of the 18 months I have served as the CEO of IBAC, COVID-19 has significantly impacted the Victorian public sector and the community we serve. And while it continues to play a big part in our professional and home lives, like all Victorians, we have learned

to adapt. I continue to be proud of the way the people at IBAC have maintained their motivation to expose corruption and support our public sector, including Victoria Police, to build their corruption resistance. Collaboration is key to this, and it will continue to be a focus for us into the future.

Our performance

A critical role in our corruption prevention work is to bring together key community and public sector stakeholders to raise awareness of the issues and risks arising from corruption and police misconduct issues, and to share information on prevention measures. Looking back over the last financial year, it was encouraging to see our engagement activities continue to thrive using a predominantly remote format. This year, we delivered 115 corruption prevention initiatives and achieved a 98.5 per cent satisfaction rating from participants. This is a fantastic result.

We continued to identify ways to improve the complaint management process and complainant experience. Our assessment of complaints and notifications did not meet our 'timeliness' targets due to a number of factors, including an increase in complaints and notifications, the resourcing implications of implementing the new public interest disclosure scheme, and the increased complexity of assessments. However, we did put steps in place to improve the quality and delivery times for assessment of complaints, which included piloting a new triage and allocation process. In addition, and in recognition of the fact that making a complaint may be a difficult or confronting experience, we published a revised Service Delivery Charter to better explain what people can expect when they make a complaint to IBAC.

It is anticipated that these improvements will position IBAC to better meet stakeholder expectations around timeliness and service.

IBAC's resource constraints, the number of ongoing investigations at the commencement of the year, and the disruption caused by the COVID-19 pandemic (which significantly reduced our ability to conduct investigations and, in turn, affected the capacity of critical stakeholders to produce information and evidence required for investigations), all impacted our ability to meet the investigation 'timeliness' targets.

As a result, IBAC had to be extremely selective in undertaking new investigations, even when the allegations in the complaint or notification were of a serious or systemic nature. The investigations IBAC could not undertake were referred for investigation to either another relevant integrity agency or another person or body pursuant to section 73 of the IBAC Act who are more appropriate to action.

In addition to investigating complaints from individuals and notifications from public sector bodies, IBAC may decide to investigate corrupt conduct or police misconduct on our 'own motion'. In 2020/21, IBAC commenced four 'own motion' investigations and we remain committed to further improving our use of intelligence sources to underpin 'own motion' investigations.

CEO's message

Reviews

In what proved to be a challenging year, IBAC's role to conduct independent reviews of investigations carried out by the public sector and Victoria Police into allegations about misconduct and corruption, was a critical part of IBAC's work to prevent public sector corruption and police misconduct.

The purpose of an IBAC review is to determine whether an investigation conducted by a public sector agency or Victoria Police is thorough and fair, that the findings are evidence-based, and that the outcomes are reasonable and in accordance with public expectations.

In 2020/21 IBAC completed its highest number of reviews in five years, with a total of 92 reviews conducted – 64 of those reviews were of Victoria Police investigations. The reviews highlighted issues relating to use of force, management of family violence matters involving police officers, and obscuring behaviour by police and investigators to conceal instances of misconduct.

IBAC conducted 28 reviews of Victorian public sector agency investigations this year, increasing our focus on certain sections of the public sector, including the Department of Justice and Community Safety, in response to IBAC's recent special report on Corrections Victoria. We also focused on public sector and local government misconduct investigations, given the complex and wide-ranging issues identified by more recent IBAC operations, such as potential corruption risks in contractual arrangements, procurement and lobbying.

In a resource-constrained environment, IBAC's role to conduct reviews is an effective way to build the capability of the public sector and police to conduct their own best-practice internal investigations, resulting in stronger and fairer organisational cultures resistant to corruption. In addition to pursuing a range of legislative reforms, we seek the explicit power to conduct reviews and publish their outcomes. It is reforms such as these where IBAC can advance accountability and share learnings of public value.

A roadmap for the future – *The IBAC Plan 2021–25*

Informed by thorough consultation and engagement with key stakeholders and employees, a new four-year plan has been developed, providing us with the framework to achieve the following outcomes by 2025:

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

To deliver these outcomes, the Plan details our key areas of focus:

1. An independent, fair and trusted integrity agency.
2. A targeted approach to police misconduct.
3. A progressive and connected workplace.
4. A collaborative way forward.

This plan is the culmination of work and input from many people and I thank every single one of you for contributing. But this is just the beginning. It is the start of a four-year journey. Acting in the interests of all communities, using evidence to guide our thinking and through strategic collaboration, we can achieve our vision of a public sector and police that act with integrity for all Victorians.

Budget independence

We secured budget independence on 1 July 2020, which meant previous direct financial relationships with any department or minister have been separated. As I stated in last year's annual report, it is imperative that IBAC is visibly and practically independent from the government of the day, while being accountable to the Victorian community.

IBAC's ability to do our job effectively and efficiently is directly related to the amount of funding we receive. We have been public about our need for additional funding to ensure corruption and police misconduct are identified and exposed. We were fortunate to receive additional funding as part of the Victorian Government's recent budget package, and while we did not secure our entire funding requests on a recurrent basis, the funding we did get is welcomed as recognition of the important work we do.

Strategies for success

Along with the development of *The IBAC Plan 2021–25*, we spent this last reporting period building new strategies and plans to guide us through the years ahead.

The result of a review of our corruption prevention work crystallised into a new Corruption Prevention Strategy which sets a clear vision and an ambitious program of work to support a corruption-resistant Victorian public sector. The strategy includes five focus areas to guide our efforts to prevent corruption and police misconduct over the next four years: *Understand, Inform, Engage, Expose and Collaborate*. In developing this new strategy, IBAC has benefited from the evidence being presented to the current Parliamentary Integrity and Oversight Committee's inquiry into the education and prevention functions of Victoria's integrity agencies.

To help address identified barriers for engaging with Victorian communities that experience vulnerability, and issues with accessing IBAC and reporting corruption and police misconduct, IBAC is developing a Focus Communities Strategy. The strategy specifically considers the experiences of three Victorian communities: Aboriginal and Torres Strait Islander people; 'culturally and linguistically diverse' communities; and LGBTIQ+ communities. IBAC's Focus Communities Strategy is our commitment to ensuring IBAC is more accessible, accountable and engaged with our community.

As part of our ongoing investment in building our internal capacity and workplace culture, we developed a Health Safety and Wellbeing Strategy for 2021–23 and progressively implemented improvements to our OHS reporting systems, including enhancements to the monitoring and reporting of OHS metrics and incidents, providing employees with mental health training and conducting proactive health and wellbeing events.

We have also formed a diversity and inclusion working group responsible for developing our first Diversity and Inclusion statement and a three-year roadmap designed to help build a more diverse and inclusive workplace, and help us address our obligations under the recently enacted *Gender Equality Act 2020*.

Our people

This year saw change in our leadership team. Helen Fatouros, Executive Director for Legal, Assessment & Review and Compliance, left the organisation after two years and we welcomed Glenn Ockerby, Executive Director Corporate Services, who joined IBAC with broad experience gained from a variety of public and private sector leadership roles. Stacey Killackey, Executive Director for Legal, Assessment & Review and Compliance, also joined IBAC in May 2021. Ms Killackey is an experienced lawyer who has worked in both the private sector and in state government.

IBAC would not be the respected, professional and trusted integrity body it is without the ongoing commitment of our people. I would like to thank our Commissioner and Deputy Commissioners, executive team and all our employees who prevent and expose public sector corruption and police misconduct on a daily basis. This work is what drives our vision of a Victorian public sector that actively resists corruption – for those who speak out and for the Victorian community.



Marlo Baragwanath
CEO

Contents

Section 1

Year in review

11

Section 2

Governance and organisation structure

45

Section 3

Workforce data

53

Section 4

Other disclosures

57

Section 5

Financial report

67

Appendices

Disclosure index

Legislation

Glossary

106

Year in review

1.1. Our guiding principles

1.1.1. Our vision

A Victorian public sector that actively resists corruption.

1.1.2. Our purpose

Prevent and expose public sector corruption and police misconduct in Victoria.

1.1.3. Our values

Fairness

We are objective, consistent and impartial in everything we do, demonstrating the highest standards of integrity and independence.

Professionalism

We are responsive and accountable for our actions. We strive for excellence and take pride in our work.

Courage

We are committed and tenacious in realising our purpose.

Respect

We work in the spirit of cooperation and understanding, drawing on the skills and expertise of others. We are open and responsive, valuing the views of others.

Trust

We promote and sustain public confidence through the quality of our work. We implicitly trust the competence of the people we work with.

1.1.4. Our role

IBAC is Victoria's independent anti-corruption and police oversight agency. We are responsible for preventing and exposing public sector corruption and police misconduct.

Corruption hurts all Victorians. It denies fairness and justice. It also diminishes the delivery of important frontline government services, infrastructure and the protection of all Victorians.

IBAC works to expose and prevent corruption.

We do this by:

- receiving and assessing complaints and notifications, including assessing all complaints to see if they qualify as public interest disclosures
- referring matters to other appropriate agencies (such as public sector bodies and integrity agencies) for action
- investigating allegations of serious or systemic corruption and police misconduct
- undertaking strategic research and other initiatives to inform the public sector, police and the community of the detrimental impacts of corruption and how it can be prevented.

IBAC's jurisdiction covers the entire Victorian public sector, including all government departments, agencies, local councils, schools and universities, public hospitals, parliamentarians, the judiciary and the police.

Our skilled and talented workforce is integral to achieving the organisation's priorities. Our work is underpinned by our values and culture, which supports a strong approach to ensuring integrity in all we do.

1.2. Purpose and functions

IBAC is responsible for exposing and preventing public sector corruption and police misconduct.

Under the IBAC Act, IBAC's functions include:

- identifying, exposing and investigating corrupt conduct and police personnel misconduct, with a particular focus on investigating and exposing serious or systemic corrupt conduct
- receiving complaints and notifications in relation to corrupt conduct and police personnel conduct
- ensuring that police officers and protective services officers have regard to the human rights set out in the *Charter of Human Rights and Responsibilities Act 2006*
- examining systems and practices in the public sector, including Victoria Police
- assisting the public sector in preventing corrupt conduct and police personnel misconduct by providing information, advice, training and education services to the public sector, consulting with and making recommendations to the public sector
- providing information and education services to the community about the detrimental effects of corruption on public administration and the ways in which to assist in preventing corrupt conduct.

Numerous additional functions are conferred on IBAC by other legislation, including:

- the receipt, assessment and determination of public interest disclosures under the *Public Interest Disclosures Act 2012* (the PID Act)
- educating the public sector and the community on the operation of Victoria's public interest disclosure scheme, and assisting public sector bodies in complying with the PID Act
- overseeing Victoria Police compliance with various legislation, such as the *Sex Offenders Registration Act 2004*, the *Witness Protection Act 1991*, the *Drugs, Poisons and Controlled Substances Act 1981*, the *Firearms Act 1996*, and the *Crimes Act 1958*.

1.3. Direct costs attributable to machinery of government changes

The *Integrity and Accountability Legislation Amendment (Public Interest Disclosures, Oversight and Independence) Act 2019* (Amending Act) passed both houses of Parliament and was assented to on 5 March 2019. Part 5 of that Act, which took effect from 1 July 2020, makes changes to the operation of IBAC.

As a result, from 1 July 2020 funding is provided to IBAC under the Parliamentary Appropriation Bill as opposed to the General Appropriation Bill. IBAC no longer has a direct relationship with a department. Certain administrative functions that were outsourced to the Department of Premier and Cabinet before 1 July 2020 have been insourced. Any direct cost as a result has been immaterial.

1.4. Impact of COVID-19

On 16 March 2020, a State of Emergency was declared in Victoria, giving the Chief Health Officer extra powers to help contain the spread of coronavirus and keep Victorians safe. The State of Emergency extended from 2020 into 2021 and government recommended that Victorians continue to work from home if they could, with restrictions on gatherings and movement. IBAC's offices remained closed during lockdown periods and staff were generally required to work from home.

The disruption caused by the pandemic, and the restrictions placed on people and their movements, continued to limit IBAC's operations throughout 2020/21. For example:

- examination schedules and surveillance activities were restricted or deferred, causing significant delay in many of IBAC's investigations
- reduced efficiency in incoming-call management, due to staff working from home, led to reduced service to complainants and longer assessment times for complaints and notifications
- compliance inspections and audits were postponed due to limited access to necessary documents
- matters in court were often delayed, affecting prosecutions and investigation outcomes.

1.5. Performance reporting – non-financial section

1.5.1. Objectives and indicators

IBAC's performance measures are set out in the Victorian Budget 2020/21 Budget Paper No. 3 (BP3) and the outcomes are provided in Table 1. IBAC's performance has been affected by the closure of IBAC's office and staff working remotely due to the COVID-19 pandemic. The resourcing implications of the new public interest disclosure (PID) scheme also affected IBAC's activities in 2020/21.

Year in review

Table 1: IBAC 2020/21 objectives and indicators

	Unit of measure	2020/21 target	2020/21 actual	Performance variation	Notes	Result
Quantity						
Corruption prevention initiatives delivered by IBAC	number	90	115	27.8%	Outcome higher than target due to the increased number of prevention resources published on IBAC's website and additional education sessions with Victoria Police.	✓
Quantity						
Satisfaction rating with corruption prevention initiatives delivered by IBAC	per cent	95	98.5	4.2%		✓
Timeliness						
Complaints or notifications about public sector corrupt conduct (excluding police personnel conduct and police personnel corrupt conduct) assessed by IBAC within 45 days	per cent	85	46	-45.9%	Assessment targets were not met due to an increase in total volume of complaints received and as a consequence of processing PIDs. (Amendments were made to the legislation in January 2020 introducing PIDs.) Other consequences include the increased complexity of assessments, the ongoing COVID-19 pandemic and resourcing constraints.	■
Complaints or notifications about police personnel conduct and police personnel corrupt conduct assessed by IBAC within 45 days	per cent	90	49	-45.6%		■
Proportion of standard IBAC investigations into public sector corrupt conduct (excluding police personnel conduct and police personnel corrupt conduct) completed within nine months	per cent	60	0	-100%	Investigation targets were not met due to the disruption of the COVID-19 pandemic which significantly reduced the ability to conduct operational activity (despite the adoption of a virtual examination solution in late 2020). The pandemic also affected the ability of critical stakeholders to produce information and evidence for investigations.	■
Proportion of complex IBAC investigations into public sector corrupt conduct (excluding police personnel conduct and police personnel corrupt conduct) completed within 18 months	per cent	60	50	-16.7%	Note: Due to the relatively small number of investigations in each category, performance variation can be volatile.	■
Proportion of standard IBAC investigations into police personnel conduct and police personnel corrupt conduct completed within nine months	per cent	60	0	-100%		■
Proportion of complex IBAC investigations into police personnel conduct and police personnel corrupt conduct completed within 18 months	per cent	60	0	-100%		■

Notes:

- ✓ Performance target achieved or exceeded.
- Performance target not achieved – exceeds five per cent or \$50 million (cost measures only) variance.
- Performance target not achieved – within five per cent or \$50 million (cost measures only) variance.

1.5.2. Progress towards achieving objectives

This is the third year of IBAC's Corporate Plan 2018–21. For this corporate plan's final year, we began to focus on our future strategic direction by developing our next strategic plan.

IBAC committed to the following six organisational priority projects under our Annual Plan 2020/21:

- Strategic plan development
- Corruption prevention strategy review and development
- Reviewing our approach to complaints management
- Measuring our impact
- Review of processes, decision-making and governance
- People Plan.

What follows is a summary of progress against each of these priority projects for the 2020/21 financial year.

Strategic plan development

The IBAC Corporate Plan 2018–21 covers the period ending 30 June 2021. A new organisational strategy, *The IBAC Plan 2021–25*, was developed during 2020/21. This document was informed by IBAC's strategic and operating context, external stakeholders' views and employee input.

The new plan will be released in 2021/22 and will set IBAC's strategic direction and priorities for the next four years.

Corruption prevention strategy review and development

In 2020, IBAC undertook a review of our corruption prevention strategy. IBAC's existing strategy was developed in 2015 and it was time to review our approach, due to changes in the Victorian public sector and integrity system, and in IBAC's operating model, resourcing, capabilities, caseload and data holdings.

Our review considered research evidence on best practice in contemporary prevention approaches, by integrity and anti-corruption agencies across jurisdictions and in other regulatory settings, as well as insights from consultation with Victorian public sector agencies and other stakeholders. The review also considered submissions to the Victorian Parliamentary Integrity and Oversight Committee's inquiry into the education and prevention functions of Victorian integrity agencies.

IBAC's new Corruption Prevention Strategy 2021–2024 builds on our previous work and identifies opportunities for IBAC to further develop its capacity and capability to undertake enhanced corruption prevention and education activities. The strategy sets out a bold vision and an ambitious program of work to support a corruption-resistant Victorian public sector that is committed to, and underpinned by, a strong culture of integrity.

The strategy includes five strategic focus areas that describe how each prevention function will be improved over the next four years.

1. Understand – better leverage research and intelligence to build a more comprehensive picture of the Victorian corruption landscape, and use these data to target prevention work, measure effects and influence reforms.
2. Inform – provide more accessible, responsive and targeted information and guidance to the public sector and community, to raise awareness about the risks of corruption and how to prevent it.
3. Engage – apply targeted engagement approaches to help the public sector build its capability to resist corruption and proactively promote integrity.
4. Expose – embed a prevention focus in IBAC's work to expose corruption to enable a holistic, responsive and tailored approach to prevention.
5. Collaborate – work closely with other Victorian integrity agencies to facilitate an efficient, whole-of-system approach to building integrity and preventing corruption.

The strategy articulates a comprehensive set of activities and interventions under each focus area to prevent corruption and police misconduct in Victoria.

IBAC will adopt a phased approach to implementing the new prevention strategy from 1 July 2021. IBAC will work to ensure that the insights and findings arising from the Integrity and Oversight Committee's inquiry into the education and prevention functions of Victorian integrity agencies inform and further refine our future approach.

Year in review

Reviewing our approach to complaints management

IBAC continues to identify ways to improve the complaint management process. This year, IBAC published our Service Delivery Charter, enhanced the workflow of complaints and notifications, and secured additional funds to better support assessment and review processes.

It is anticipated that these improvements will sustain a more effective allocation of resources, while continuing to comply with reporting and legislative obligations and meeting stakeholder expectations.

Improvements and projects delivered include:

- enhanced triage and allocation of complaints and notifications
- reporting to support the assessment of complaints and notifications
- development and delivery of training focused on assessments, reviews and the PID Act.

Measuring our impact

To make sure IBAC's goals and objectives are achieved, there are regular monitoring and reporting processes in place. The existing external performance measures were reviewed in 2020/21 for IBAC to better understand our performance outcomes. A new performance measure was established, the PID scheme, in which complaints and notifications are assessed within 30 days. Reporting on this measure will start in 2021/22.

Consistent with the recent development of our new four-year strategy (*The IBAC Plan 2021–25*), we continue to work on refining our metrics, to better measure our performance outcomes and impact.

Review of processes, decision-making and governance

In 2020, IBAC reviewed its processes, process ownership and key decision points, in order to identify opportunities for improvement. Targeted process-improvement initiatives will take place in 2021/22.

During the project, a Ways of Working Charter was drafted to accompany the process maps. This charter includes principles to support more effective collaboration and decision-making. Further work will take place in 2021/22 to finalise the charter as part of revisiting our organisation's values.

IBAC's internal governance arrangements were reviewed in 2020 and the IBAC Executive Committee was replaced with a corporate governance committee and an operations governance committee. The changes enable more focused discussions supporting cross-divisional collaboration.

People Plan

Work has progressed on two of the pillars that support the IBAC People Plan in 2020/21.

The first was implementing Year One of the Health Safety and Wellbeing Strategy 2021–23, which recognises that safety is everyone's business at IBAC. Over the past year, we have progressively implemented improvements to our Occupational Health and Safety (OHS) reporting systems, including enhancements to the monitoring and reporting of OHS metrics and incidents, providing staff with mental health training and conducting proactive health and wellbeing events.

The second was the formation of a diversity and inclusion working group responsible for developing our first Diversity and Inclusion statement and three-year roadmap. This roadmap describes the actions that will have the greatest effect on making IBAC a more inclusive, just and effective place to work. Under this plan, we finished modifying our office space to make it more inclusive and we started work to address our obligations under the recently enacted *Gender Equality Act 2020*.

1.6. 2020/21 highlights

2020	
July	Operation Gloucester special report tabled to Parliament
	Operation Lynd investigation completed and the outcomes communicated to stakeholders
	Victoria Police officer convicted following IBAC investigation Operation Ithaca
	Former deputy secretary of Department of Education and Training convicted over fraud following Operation Dunham
	Victoria Police officers sentenced for assault following IBAC Operation Henty
August	<i>Building integrity during times of crisis or emergency</i> prevention resources for state and local government published
	Former Frankston City Council manager pleads guilty to multiple offences following Operation Topi
September	Co-hosted with the Institute of Public Administration Australia (IPAA) and partner integrity agencies a webinar, <i>Safeguarding Victorian public sector integrity during COVID-19</i>
	Drug and alcohol counsellor from St Paul's Prevention Rehabilitation convicted and sentenced to jail following Operation Murano
	Former Victoria Police Sergeant Rosa Rossi sentenced following Operation Salina
	More than 55 charges laid against four individuals in the Victorian vocational education and training sector as part of Operation Lansdowne
October	<i>My local council: if something is not right, who do I complain to?</i> Local government information video released
	Hosted community legal sector roundtable event
	Operation Esperance first-round public hearings start
	IBAC annual report 2019/20 tabled to Parliament
	IBAC charges four people with conspiracy to defraud and misconduct in public office as part of Operation Merrica
November	<i>Unauthorised access and disclosure of information held by local government</i> research report published
	IBAC Deputy Commissioner David Wolf presents at the Office of the Victorian Information Commissioner (OVIC) Digital Local Government Freedom of Information (FOI) Forum
	Operation Sandon public hearings resume
	Hosted the Corruption Prevention & Integrity Insights Forum webinar, <i>Corruption Vulnerabilities During Times of Crises</i>
	IBAC Commissioner The Honourable Robert Redlich AM, QC presents to Victoria Police Command on preventing police misconduct and building a culture of integrity
	IBAC Deputy Commissioner Wolf presents at the 10th National Public Sector Fraud and Corruption Congress 2020
	<i>Police oversight role and Reporting police misconduct</i> videos released
December	<i>Unauthorised access and disclosure of public sector information</i> prevention resource published

2021	
January	Kylie Kilgour joins IBAC as Acting Deputy Commissioner
February	IBAC CEO Marlo Baragwanath presents at the Victorian Public Sector Commission (VPSC) Senior Executive Induction Program
March	IBAC Deputy Commissioner Wolf presents at the Department of Education and Training (DET) Integrity Leadership Forum
	Operation Esperance second-round public hearings start
April	Former Victoria Police Superintendent sentenced for unauthorised access of Victoria Police information as part of Operation Dawson
	IBAC CEO Marlo Baragwanath participates in a panel discussion for the Australia and New Zealand School of Government National Regulators Community of Practice
	Operation Meroo special report tabled to Parliament
May	IBAC Deputy Commissioner Wolf presents at IPAA Victoria's Senior Leaders Connect
	IBAC Deputy Commissioners present and host a Q&A session, at the Victorian Law Foundation's Victorian Law Week
	IBAC hosts the PID Coordinators Annual Forum
June	IBAC charges Victoria Police officer with recklessly causing injury and assault as part of Operation Langlo
	IBAC hosts the Corruption Prevention & Integrity Insights forum webinar, <i>Conflicts of Interest</i>
	IBAC special report on corrections tabled to Parliament
	<i>Corruption and integrity: Perceptions of Victorian local government and Victorian public sector employees</i> research reports published
	<i>Making a complaint to IBAC</i> video released
	IBAC charges three Victoria Police officers with negligently causing serious injury as part of Operation Blackmore

1.6.1. Complaints and notifications

One of IBAC's core functions is to receive and assess complaints (from the public) and notifications (from departments and agencies) alleging public sector corruption and police personnel misconduct.

IBAC considers complaints made about corruption and misconduct (including improper conduct under the PID Act) concerning:

- a public officer
- Victoria Police personnel (including protective services officers).

IBAC also receives mandatory notifications from principal officers of public sector departments and agencies, and Victoria Police.

A single complaint or notification may contain several separate allegations that are individually assessed to determine an appropriate outcome. Possible outcomes of our assessment of each allegation are:

- investigate
- refer
- refer and review
- dismiss
- defer
- return
- take no further action.

IBAC prioritises allegations of serious or systemic corruption and misconduct for investigation.

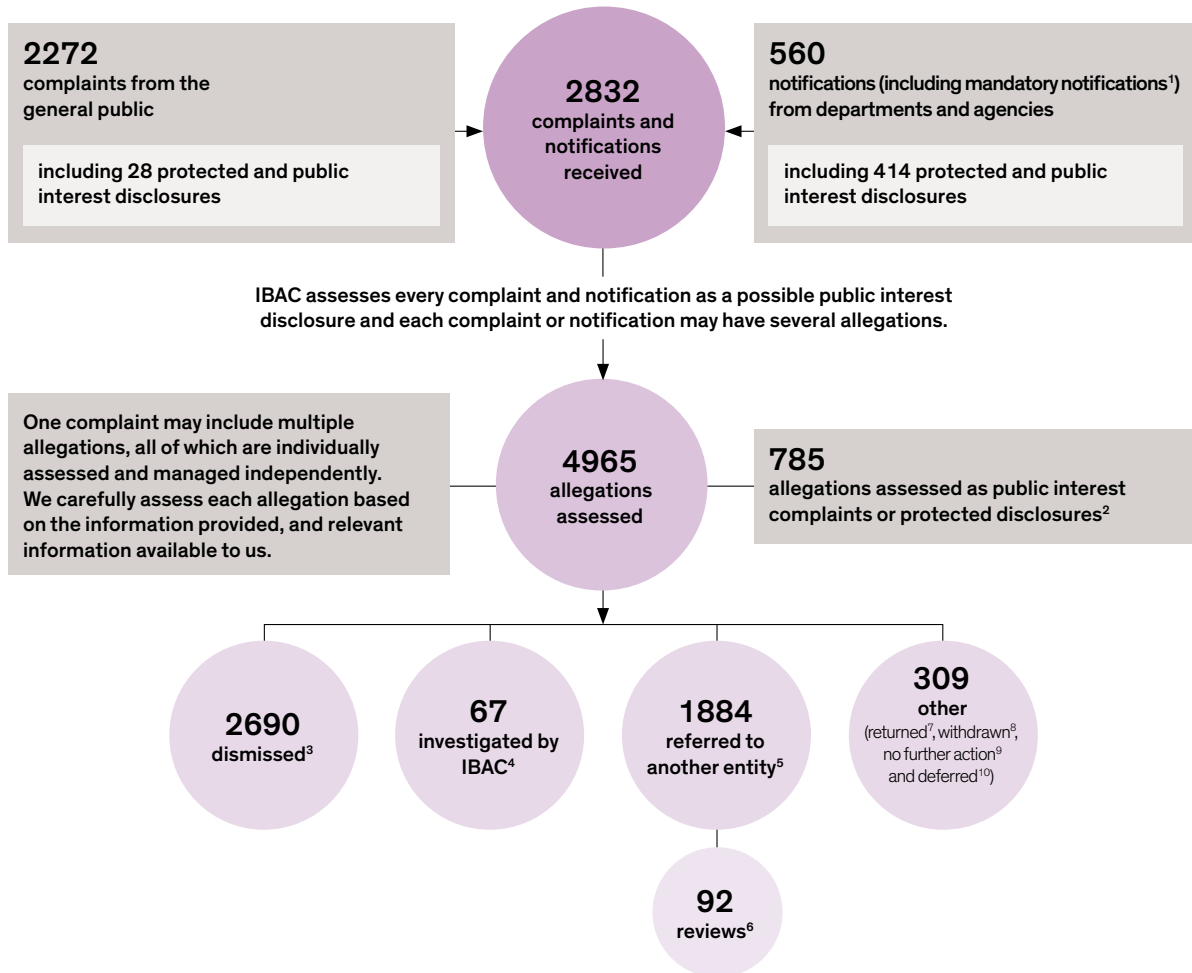
As part of our investigation process, IBAC may conduct private or public examinations. As a result of these investigations, IBAC may bring criminal proceedings, refer matters to the Office of Public Prosecutions (OPP) and make recommendations to help prevent corruption and misconduct.

To find out more about how we handle complaints, please refer to our website www.ibac.vic.gov.au/reporting-corruption/what-happens-to-your-complaint.

Overview of complaints and notifications for 2020/21

In 2020/21, IBAC received 2832 complaints and notifications, with 60 per cent related to Victoria Police and 40 per cent related to the public sector. Of the complaints and notifications received, 79 per cent were complaints and five per cent were notifications. These complaints and notifications may each involve multiple allegations. Every allegation is assessed under the PID Act and the IBAC Act.

Figure 1: Total complaints and notifications assessed by IBAC in 2020/21

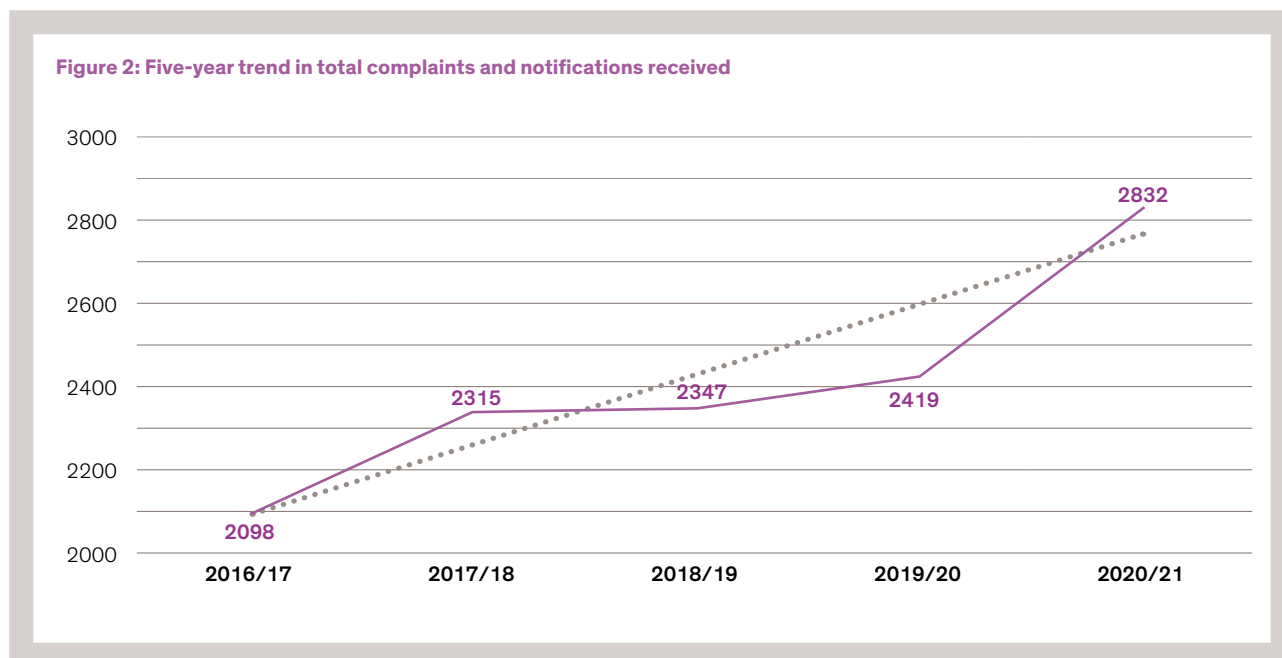


Notes:

- ¹ Mandatory notifications: all relevant principal officers of a public body must notify IBAC of any matter they suspect on reasonable grounds involves corrupt conduct.
- ² The outcomes of protected and public interest disclosures are detailed in Table 2.
- ³ Matters are dismissed for a range of reasons including insufficient information, alleged incident being too old, matters already investigated, or matters being frivolous or vexatious.
- ⁴ By law, we must prioritise investigations into serious or systemic corruption and misconduct. In addition to the allegations investigated by IBAC, there were another 15 preliminary investigations conducted during this time.
- ⁵ While many complaints and notifications are referred by IBAC to the agencies most appropriate to action them, information in all complaints continues to provide IBAC with intelligence that we use to identify trends and patterns in corruption and misconduct. This informs prevention activities, IBAC's strategic priorities, helps to identify serious and systemic issues for possible 'own motion' investigations, and helps to assess future complaints and notifications.
- ⁶ IBAC conducts reviews to determine if the matter has been handled fairly and investigated thoroughly by the relevant agency. Where reviews identify deficiencies, we provide feedback to the agency and may recommend specific action be taken to address an issue.
- ⁷ Returned outcomes are protected or public interest disclosure notifications, from public sector agencies that are determined by IBAC not to be public interest disclosures or protected disclosures, and therefore do not engage the IBAC Act for assessment. These are 'returned' to the relevant agency for their consideration or action.
- ⁸ The complainant has withdrawn their complaint.
- ⁹ Matters that fall outside IBAC's jurisdiction and no further action can be taken.
- ¹⁰ IBAC may defer decision-making in relation to a complaint or notification if the subject matter is being investigated by another integrity body or a body listed in section 73(2) of the IBAC Act.

Year in review

In 2020/21, IBAC received 17 per cent more complaints and notifications than 2019/20, continuing an upward trend over the past five years (see Figure 2).



In 2020/21, there was a 17 per cent decrease in the number of allegations assessed. The percentage of IBAC's assessments completed within 45 days again decreased on the previous year (see Table 1).

Table 2. Outcomes of complaints and notifications assessed by IBAC

Classification	2016/17	2017/18	2018/19	2019/20	2020/21
Complaints and notifications received	2098	2315	2347	2419	2832
Allegations assessed	4990	6293	5812	5955	4965
Allegations assessed as public interest complaints or protected disclosures ^(a)	579	742	875	1184	785
Allegations investigated by IBAC	45	81	102	72	67^(b)
Allegations referred to another entity	1264	1460	1765	2370	1884
Allegations dismissed ^(c)	2730	3758	2544	3081	2690
Allegations resulting in other outcomes ^(d)	n/a	n/a	1401	432	309

Notes:

^(a) This was referred to as 'matters assessed for protected disclosure' in previous reports between 2015/16 and 2017/18.

^(b) In addition to the allegations investigated by IBAC, there were another 15 preliminary investigations conducted during this time.

^(c) In 2017/18, 'dismissed' included withdrawn allegations. 'Withdrawn' allegations have been included in 'other' for 2018/19 and 2019/20.

^(d) 'Other' is the sum of no further action, returned and withdrawn. The numbers of returned allegations were not included in reports between 2016/17 and 2017/18.

2832

complaints/notifications received,
a 17% increase on 2019/20



785

allegations assessed as
public interest complaints
or protected disclosures,
a 34% decrease on 2019/20



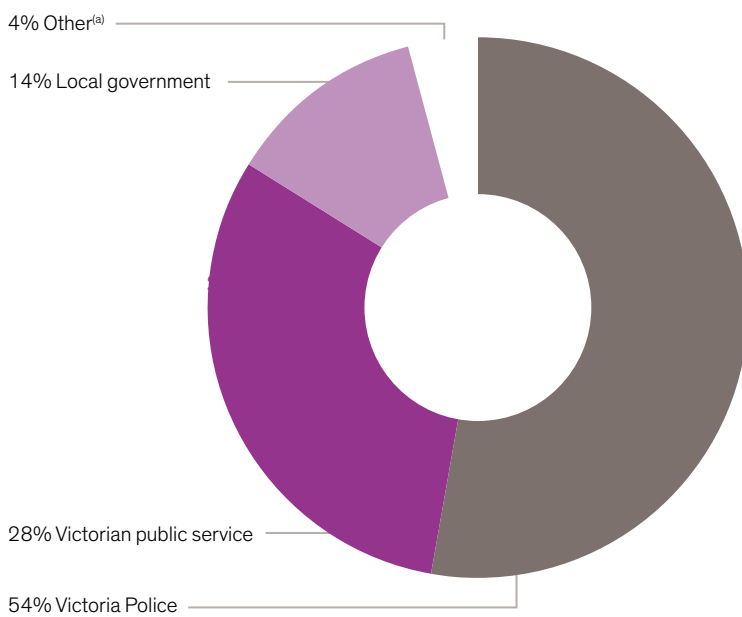
4965

allegations assessed, a 17% decrease on 2019/20



The following figures and tables give a breakdown of the sector in which corruption or misconduct is alleged to have occurred and a summary of types of allegations made. The percentage of allegations about Victoria Police rose slightly from 53 per cent last year. Allegations about local councils rose slightly from 12 per cent last year and allegations about the Victorian public service dropped from 31 per cent last year.

Figure 3: Allegations by sector during 2020/21



Notes:

^(a) Other includes judiciary, parliament and not in jurisdiction.

Table 3: Allegations assessed during 2020/21 by issue

	Victoria Police	Public sector ^(a)	Total
Breach of professional boundaries	951	297	1248
Bribery and inducements	9	73	82
Collusion	43	167	210
Criminal behaviour, drugs and vices	108	42	150
Extortion	2	7	9
Favouritism	79	410	489
Force	259	93	352
Fraud	14	106	120
Inaction	925	641	1566
Misuse of resources	110	151	261
Not in jurisdiction	46	93	139
Obstruction of justice	157	96	253
Theft	23	63	86
Total	2726	2239	4965

Notes:

^(a) Public sector includes local government, judiciary, parliament and not-for-profit bodies.

Protected and public interest disclosures

IBAC receives complaints and notifications of corruption and misconduct (including improper conduct under the PID Act) from across the Victorian public sector and Victoria Police. As part of the assessment process, IBAC determines whether complaints and notifications meet the requirements of a 'protected disclosure complaint' under the *Protected Disclosure Act 2012* which was in effect up to 31 December 2019) or a 'public interest disclosure complaint' under the PID Act (effective from 1 January 2020).

Only IBAC, the Victorian Ombudsman, the Chief Commissioner of Victoria Police, the Judicial Commission of Victoria, the Victorian Inspectorate, the Chief Municipal Inspector, the Information Commissioner and the Racing Integrity Commissioner can investigate complaints that are protected disclosures or public interest disclosures. IBAC determines which of those agencies is most appropriate to investigate the complaint and refers the matter to that agency or office holder for investigation. If IBAC is the most appropriate agency, IBAC will investigate the matter.

IBAC provides information, advice, guidance and recommendations about the handling of public interest disclosures and the welfare and protection of people who have disclosed under the Protected Disclosure Act (or the PID Act after 1 January 2020).

IBAC chairs a Public Interest Disclosure Consultative Group (consisting of the organisations listed above) which considers systemic issues relating to the operation of the Protected Disclosure Act and the PID Act.

The following figures give a breakdown of PIDs assessed by legislation, source, category and type of allegations made.

Table 4: PIDs assessed during 2021/21 by source and type

	Not a protected disclosure	Not a public interest complaint	Public interest complaint	Total
Complaint	2	3555	159	3716
Notification	3	240	20	263
Protected disclosure	–	3	–	3
Public interest disclosure	–	35	46	81
Public interest disclosure notification	–	342	560	902
Total	5	4175	785	4965

Table 5: PIDs assessed during 2020/21 by source and issue

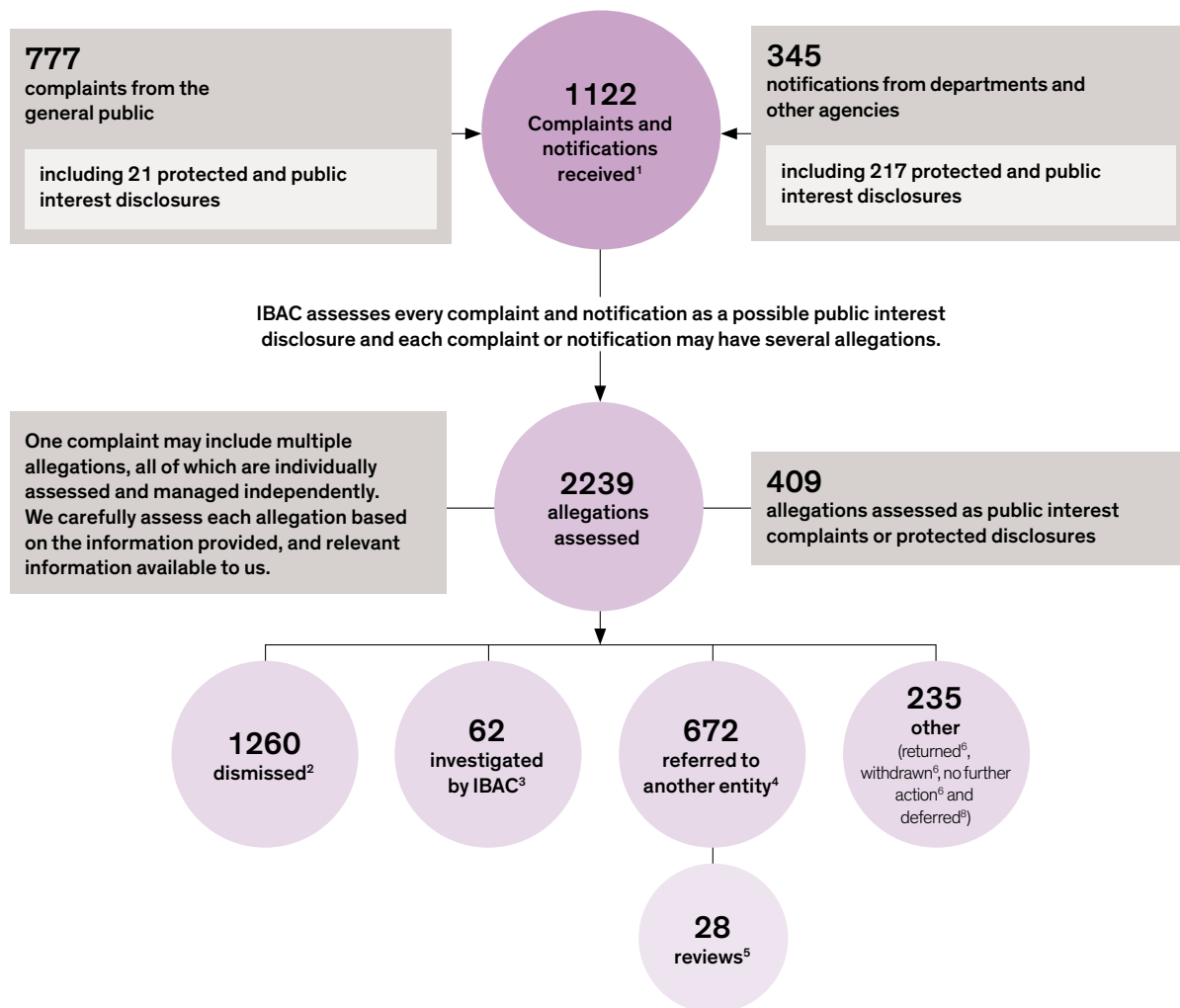
	Breach of professional boundaries	Bribery and inducements	Collusion	Criminal behaviour, drugs and vices	Extortion	Favouritism	Force	Fraud	Inaction	Misuse of resources	Obstruction of justice	Theft	Total
Complaint	22	3	17	5	1	15	15	5	39	17	18	2	159
Notification	1	–	5	1	–	1	2	2	3	3	–	2	20
Public interest disclosure	7	–	3	–	–	9	1	7	10	7	2	–	46
Public interest disclosure notification	157	4	32	61	3	47	59	10	98	53	32	4	560
Total	187	7	57	67	4	72	77	24	150	80	52	8	785

Complaints and notifications relating to the Victorian public sector

IBAC considers complaints about corruption in relation to public officers. It also receives mandatory notifications from principal officers of public sector departments and agencies, as well as other types of notifications, such as those under the *Ombudsman Act 1973* and the *Audit Act 1994*. IBAC assesses the information that is provided to decide an appropriate outcome. Outcomes of our assessment of each allegation include investigating, referring, dismissing, noting, returning, deferring, or taking no further action.

The public sector information provided in Figure 4 includes allegations from a range of organisations, including local councils, state government entities and the judiciary. It also includes allegations relating to bodies that are not within IBAC’s jurisdiction, such as federal and interstate public sector organisations.

Figure 4: Outcomes relating to allegations about the public sector during 2020/21



Notes:

- ¹ Two of these were in relation to the Office of the Victorian Information Commissioner and six were in relation to the Victorian Ombudsman.
- ² Matters are dismissed for a range of reasons including insufficient information, alleged incident being too old, matters already investigated, or matters being frivolous or vexatious.
- ³ By law, we must prioritise investigations into serious or systemic corruption and misconduct. In addition to the allegations investigated by IBAC, there were another 10 preliminary investigations conducted during this time.
- ⁴ While many complaints and notifications are referred by IBAC to the agencies most appropriate to action them, information in all complaints continues to provide IBAC with intelligence that we use to identify trends and patterns in corruption and misconduct. This informs prevention activities, IBAC's strategic priorities, helps to identify serious and systemic issues for possible 'own motion' investigations, and helps to assess future complaints and notifications.
- ⁵ IBAC conducts reviews to determine if the matter has been handled fairly and investigated thoroughly by the relevant agency. Where reviews identify deficiencies, we provide feedback to the agency and may recommend specific action be taken to address an issue.
- ⁶ Returned outcomes are protected or public interest disclosure notifications, from public sector agencies that are determined by IBAC not to be public interest disclosures or protected disclosures, and therefore do not engage the IBAC Act for assessment. These are 'returned' to the relevant agency for their consideration or action.
- ⁷ The complainant has withdrawn their complaint.
- ⁸ Matters that fall outside IBAC's jurisdiction and no further action can be taken.
- ⁹ IBAC may defer decision-making in relation to a complaint or notification if the subject matter is being investigated by another integrity body or a body listed in section 73(2) of the IBAC Act.

Table 6. Protected and public interest disclosures and their outcomes relating to the Victorian public sector

Classification	2019/20 ^(a)	2020/21
Allegations assessed as a protected disclosure or public interest complaint	502	409
Origin of allegations assessed as a protected disclosure or public interest complaint:		
• made direct to IBAC	180	125
• notified to IBAC by Victoria Police or other public sector entities	322	284
Outcomes of allegations assessed as a protected disclosure or public interest complaint:		
• investigated by IBAC	17	38^(b)
• referred to Victorian Ombudsman, Chief Commissioner of Police, Judicial Commission of Victoria, Victorian Inspectorate, Chief Municipal Inspector, the Information Commissioner or the Racing Integrity Commissioner for investigation	431	320
• dismissed	39	41
• unable to investigate or refer to another investigating entity ^{(c)(d)}	54	–

Notes:

^(a) On 1 January 2020, protected disclosures were replaced by public interest disclosures due to amendments to the PID Act. For 2019/20, disclosures made between 1 July and 31 December 2019 are reported as protected disclosures and disclosures made between 1 January and 30 June 2020 are reported as public interest disclosures. For all other years, the numbers relate to protected disclosures only.

^(b) In addition to the allegations investigated by IBAC, there were another 10 preliminary investigations conducted during this time.

^(c) 'Unable to investigate or refer to another investigating entity' includes allegations assessed as protected or public interest complaints that have been dismissed and those that are awaiting an assessment outcome as to whether IBAC will dismiss, refer or investigate. This new category allows IBAC to better report data under the PID Act.

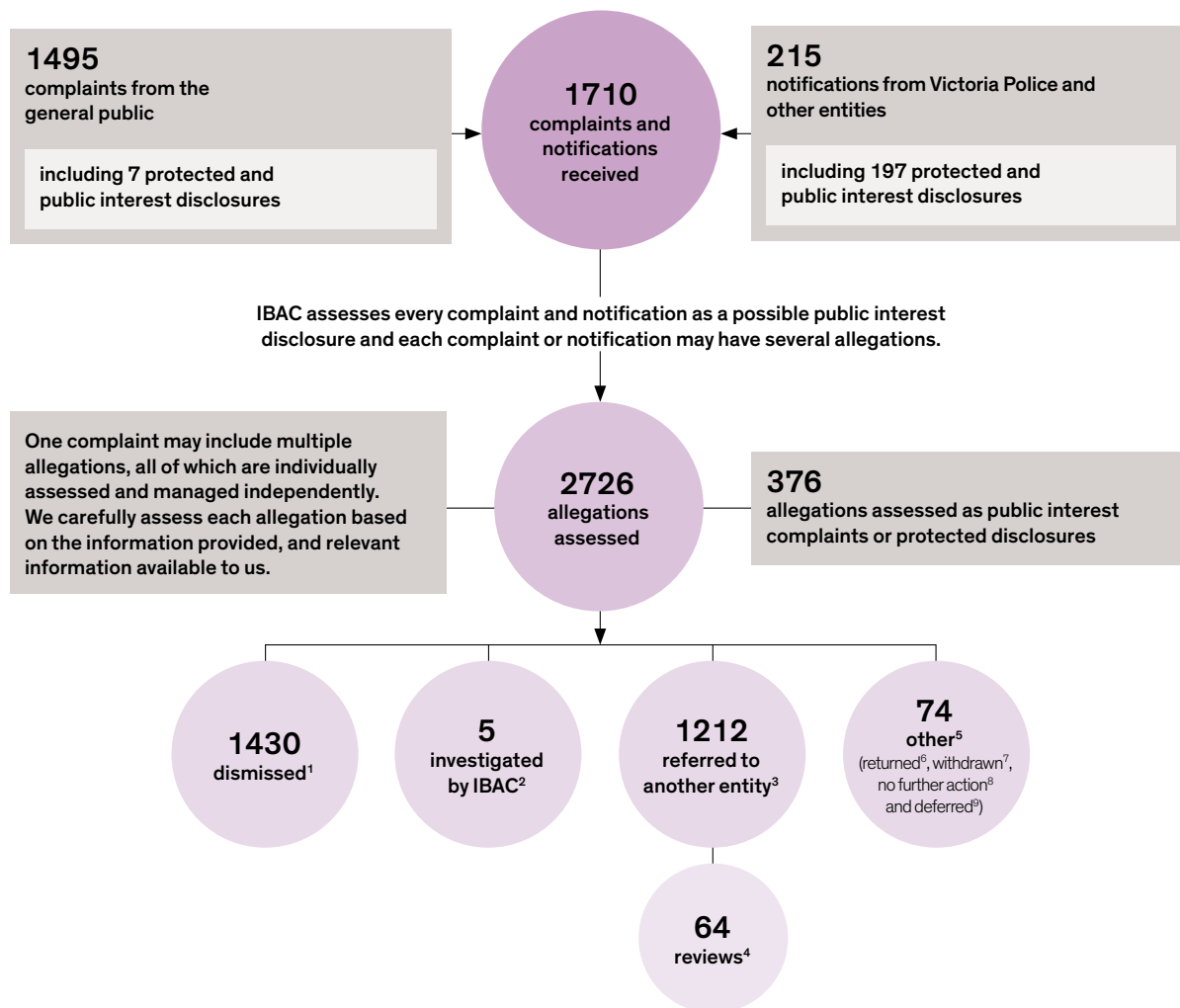
^(d) The 2019/20 data included dismissals, but the 2020/21 data excludes dismissals.

Complaints and notifications relating to the Victoria Police

IBAC receives complaints and notifications about corrupt conduct and misconduct by police personnel. All complaints received by Victoria Police about police misconduct must be directed to IBAC.

As part of its role in assessing complaints and notifications, IBAC determines which matters are public interest disclosures. Following legislative changes in 2015/16, all complaints made by a police officer about another officer are automatically defined as 'public interest disclosures' under section 5 of the PID Act. Before 1 January 2020, these complaints were automatically defined as 'protected disclosures' under section 5 of the Protected Disclosure Act. IBAC can refer or investigate allegations of police corruption or misconduct; however, we primarily investigate allegations that are serious, systemic or sensitive, where we determine we are the most appropriate agency to investigate.

Figure 5: Outcomes relating to allegations about Victoria Police during 2020/21



Notes:

- ¹ Matters are dismissed for a range of reasons including insufficient information, alleged incident being too old, matters already investigated, or matters being frivolous or vexatious.
- ² By law, we must prioritise investigations into serious or systemic corruption and misconduct. In addition to the allegations investigated by IBAC, there were another five preliminary investigations conducted during this time.
- ³ While many complaints and notifications are referred by IBAC to the agencies most appropriate to action them, information in all complaints continues to provide IBAC with intelligence that we use to identify trends and patterns in corruption and misconduct. This informs prevention activities, IBAC's strategic priorities, helps to identify serious and systemic issues for possible 'own motion' investigations, and helps to assess future complaints and notifications.
- ⁴ IBAC conducts reviews to determine if the matter has been handled fairly and investigated thoroughly by the relevant agency. Where reviews identify deficiencies, we provide feedback to the agency and may recommend specific action be taken to address an issue.
- ⁵ This figure excludes notifications received from Victoria Police under section 169 of the Victoria Police Act.
- ⁶ Returned outcomes are protected or public interest disclosure notifications, from public sector agencies that are determined by IBAC not to be public interest disclosures or protected disclosures, and therefore do not engage the IBAC Act for assessment. These are 'returned' to the relevant agency for their consideration or action.
- ⁷ The complainant has withdrawn their complaint.
- ⁸ Matters that fall outside IBAC's jurisdiction and no further action can be taken.
- ⁹ IBAC may defer decision-making in relation to a complaint or notification if the subject matter is being investigated by another integrity body or a body listed in section 73(2) of the IBAC Act.

Table 7. Protected and public interest disclosures and their outcomes relating to Victoria Police

Classification	2019/20 ^(a)	2020/21
Allegations assessed as a protected disclosure or public interest complaint	682	376
Origin of allegations assessed as a protected disclosure or public interest complaint:		
• made direct to IBAC	244	84
• notified to IBAC by Victoria Police or other public sector entities	438	292
Outcomes of allegations assessed as a protected disclosure or public interest complaint:		
• investigated by IBAC	32	4^(b)
• referred to Victorian Ombudsman, Chief Commissioner of Police, Judicial Commission of Victoria, Victorian Inspectorate, Chief Municipal Inspector, the Information Commissioner or the Racing Integrity Commissioner for investigation	560	343
• dismissed	80	26
• unable to investigate or refer to another investigating entity ^(c)	90	1

Notes:

^(a) On 1 January 2020, protected disclosures were replaced by public interest disclosures due to amendments to the PID Act. For the 2019/20 financial year, disclosures made between 1 July and 31 December 2019 are reported as protected disclosures and disclosures made between 1 January and 30 June 2020 are reported as public interest disclosures. For all other years, the numbers relate to protected disclosures only.

^(b) In addition to the allegations investigated by IBAC, there were another two preliminary investigations conducted during this time.

^(c) 'Unable to investigate or refer to another investigating entity' includes allegations assessed as protected or public interest complaints that have been dismissed and those that are awaiting an assessment outcome as to whether IBAC will dismiss, refer or investigate. This new category allows IBAC to better report data under the PID Act.

Consideration of human rights

The *Charter of Human Rights and Responsibilities Act 2006* (Charter) identifies and outlines the rights, freedoms and responsibilities of all Victorians. IBAC plays an important role in supporting adherence to Victoria's Charter.

IBAC has two main obligations in relation to the Charter:

- as a Victorian public authority, IBAC must act in a way that is consistent with the Charter and consider the rights outlined in the Charter when making decisions
- IBAC is required, under the IBAC Act, to ensure that Victoria Police officers have regard to the human rights set out in the Charter.

When making sure that Victoria Police officers have regard to human rights outlined in the Charter, IBAC:

- assesses whether allegations engage the Charter
- considers whether police officers have had sufficient regard to the rights in the Charter, when conducting investigations, reviewing selected investigations by Victoria Police and auditing complaints handled by Victoria Police.

We also assess allegations about public sector agencies to determine if human rights are engaged. Each allegation is considered with regard to the Charter and is captured systematically to help inform IBAC's prevention and investigation work.

The Victorian Equal Opportunity and Human Rights Commission and IBAC regularly meet to discuss matters of mutual interest, particularly those concerning police accountability.

1.6.2. Investigations

An important function of IBAC is to identify and investigate corruption across the Victorian public sector and police personnel misconduct. IBAC must be notified of potential public interest disclosures, allegations of police personnel misconduct by Victoria Police and suspected corrupt conduct. These are called mandatory notifications. IBAC also receives complaints directly from the public.

IBAC can investigate without receiving a complaint or mandatory notification. These are called 'own motion' investigations. As part of its investigations, IBAC may conduct private or public examinations.

As a result of these investigations, IBAC may bring criminal proceedings, refer matters to the OPP and make recommendations to help prevent corruption and misconduct. IBAC publishes reports and prepares other resources to inform the community and stakeholders about corruption, its adverse effects and how it can be prevented.

IBAC investigations are categorised based on their level of complexity (standard or complex), which reflects the time needed to properly complete an investigation. IBAC began reporting on this distinction between standard and complex investigations in 2018/19.

The standard or complex category is determined by considering factors, including:

- number of persons of interest
- offending period (limited or extensive)
- number of corruption or misconduct behaviours identified
- number of criminal offences suspected
- volume of evidence (limited or extensive).

A **standard investigation** will have no more than two factors and most of these will be categorised as 'limited'.

Complex investigations will have two or more factors and most of these responses will be categorised as 'extensive'.

Overview of investigations for 2020/21

In 2020/21, IBAC commenced seven new investigations and seven preliminary inquiries. IBAC's legislative objective is to prioritise the investigation and exposure of serious or systemic corrupt conduct.

Given IBAC's resource constraints, the number of ongoing investigations at the start of 2020/21 and the disruptive nature of workplace restrictions due to the COVID-19 pandemic, IBAC had to be very selective in undertaking new investigations, even when the allegations in the complaint or notification met the criteria of being serious or systemic. The investigations IBAC could not undertake were referred for investigation to the relevant integrity body or other agency.

Total investigations

IBAC can commence an investigation or preliminary inquiry, into single or multiple allegations, resulting from a complaint or notification. IBAC can also decide to investigate alleged corrupt conduct or police personnel misconduct on its 'own motion', based on information provided anonymously or by intelligence sources. Table 9 summarises the source of IBAC investigations and preliminary inquiries that commenced during 2020/21.

Table 8. Investigations and preliminary inquiries

Classification	2016/17	2017/18	2018/19	2019/20	2020/21
Preliminary inquiries commenced ^(a)	10	14	11	12	7
Investigations commenced ^(b)	26	27	27	12	7
Investigations commenced – standard ^(c)	n/a	n/a	11	4	7
Investigations commenced – complex	n/a	n/a	16	8	-
Investigations and preliminary inquiries finalised ^(d)	18	14	45	28	19
Preliminary inquiries finalised	n/a	n/a	18	4	10
Investigations finalised – standard	n/a	n/a	19	5	2
Investigations finalised – complex	n/a	n/a	8	19	7
Open investigations and preliminary inquiries at 30 June	28	51	31	23	27

Notes:

^(a) From 1 July 2016, IBAC was able to conduct preliminary inquiries to help determine whether to dismiss, refer or investigate a complaint or notification. More information is on the IBAC website.

^(b) 2018/19 is the first year IBAC reported on 'standard' and 'complex' investigations.

^(c) See definitions of 'standard' and 'complex' investigations on this page.

^(d) Before 2018/19, 'preliminary inquiries finalised' and 'investigations finalised' was a combined total.

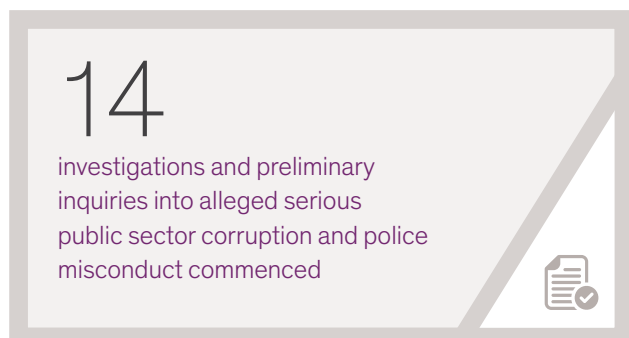
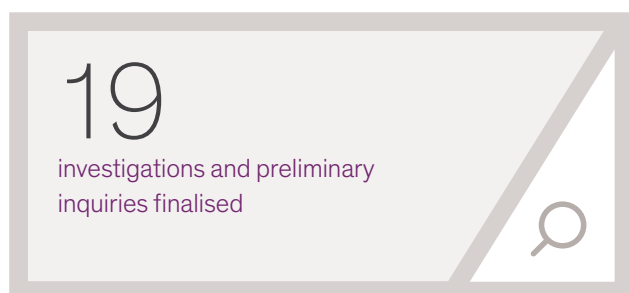
Table 9. Source of IBAC investigations and preliminary inquiries commenced in 2020/21

Source	Number
'Own motion' ^(a)	4
Complaint	6
Notification	4

Notes:

^(a) If IBAC decides to investigate on its 'own motion', that is, without a complaint from an individual or a notification from a public sector body, this investigation is referred to as an 'own motion' investigation.

In 2020/21, almost a third of the 14 investigations and preliminary inquiries commenced originated from proactive 'own motion' intelligence. IBAC is committed to improving its use of intelligence sources and commencing intelligence-led 'own motion' investigations.



Examinations

As part of an investigation, IBAC may hold private and/or public examinations to gather information and support our functions to expose and prevent corruption and police misconduct. Examinations are not trials and do not determine guilt or innocence. Instead, they are an investigative tool, to gather information and support our functions to expose and prevent.

Most IBAC examinations are held in private, as required under the IBAC Act. Private examinations are not open to the public or media, although the matter may be publicly reported when the investigation is finalised, and, subject to legal and operational considerations, to inform the public sector and community about the adverse impacts, and assist prevention of corruption.

Public examinations play an important role in exposing and deterring serious corrupt conduct in the public sector and serious police personnel misconduct. They:

- inform and educate the community and public sector about the adverse effects of corruption and police personnel misconduct and how such behaviour can be prevented
- deter people from engaging in corrupt conduct
- prompt public sector officers and agencies to examine their own systems and practices to prevent corrupt conduct
- encourage credible complaints about corruption.

To hold public examinations, IBAC must be satisfied on reasonable grounds that exceptional circumstances apply, that it is in the public interest to hold a public examination, and that the public examination can be held without causing unreasonable damage to the reputation, safety or wellbeing of the people involved. The conduct that is the subject of the investigation may constitute:

- serious corrupt conduct
- systemic corrupt conduct
- serious police personnel misconduct
- systemic police personnel misconduct.

Table 10 provides information on examinations conducted during IBAC investigations in the past five years.

Table 10. Examinations undertaken as part of IBAC investigations

Classification	2016/17	2017/18	2018/19	2019/20	2020/21
Private examination days	22	57	64	50	47
Public examination days	4	9	16	23	31
Witnesses called	37	91	111	67	61

Operation Esperance

One example of the examinations conducted as part of a major investigation by IBAC in 2020/21 was Operation Esperance. IBAC held public examinations into allegations of serious corrupt conduct during the tendering, procurement and subsequent management of major contracts within V/Line and Metro Trains Melbourne (Metro).

The first round of public examinations started on Monday 26 October and adjourned on Friday 6 November 2020. The witnesses were the former CEO of V/Line, a general manager from Metro and the owner and general manager of a cleaning firm providing cleaning services under contract to the Victorian public transport sector.

The second round of public examinations started on Monday 29 March and adjourned on Thursday 1 April 2021. The witnesses included three managers from a private cleaning contractor that previously provided services to the Victorian public transport sector.

The third round of public examinations started and adjourned on Thursday 8 July 2021 and dealt with matters that arose from the second round.

The investigation raised concerns around the effectiveness of controls associated with the proper delivery of essential cleaning services in the state's public transport system during the COVID-19 pandemic. The public hearings also considered whether the current systems and controls are sufficient to protect the integrity of the tendering and procurement process, and examined potential systemic issues, including how culture and practices may have contributed.

All eight public examinations were publicly video-streamed online to make them more accessible to all Victorians, including the media, with more than 30,000 people logging in to watch. Same-day upload of video, transcripts and exhibits ensured accurate and timely reporting of key issues.

The hearings were presided over by IBAC's Commissioner The Honourable Robert Redlich AM, QC. Counsel Assisting was Paul Lawrie of the Victorian Bar together with Joseph Amin, IBAC Principal Lawyer.

As at 30 June 2021 the investigation remained active.

Outcomes of IBAC investigations

Prosecutions resulting from IBAC investigations are one way of demonstrating IBAC's impact in preventing and exposing corrupt conduct in the public sector. IBAC may bring criminal proceedings for an offence in relation to any matter arising out of an IBAC investigation. IBAC works collaboratively with the Office of Public Prosecutions (OPP) which, in its function as Victoria's state prosecution agency, takes carriage of IBAC's serious indictable prosecutions. IBAC's in-house prosecutors appear in criminal proceedings in matters listed in the summary jurisdiction.

The number of charges and convictions an anti-corruption body secures is only one indicator of performance, albeit a highly public one. Given IBAC's role to expose and prevent corruption and police misconduct, IBAC's effectiveness and efficiency is measured across a much broader range of operational functions and assessed against agreed metrics.

Table 11 shows the outcomes of IBAC investigations during 2020/21, including prosecutions commenced, concluded and not yet concluded by IBAC and the OPP.

Table 11. Outcomes of IBAC investigations

		2019/20	2020/21
Number of investigations resulting in formal recommendations		17	16
IBAC prosecutions commenced	OPP	1	9
	IBAC	1	1
IBAC prosecutions concluded	OPP	11	2
	IBAC	6	7
IBAC prosecutions not yet concluded	OPP	15	13
	IBAC	5	3
Special Reports of Parliament		2	3
No further action ^(a)		1	–

Notes:

^(a) No further action means no criminal prosecution, no recommendations for disciplinary investigation or action and no intelligence disseminated.

Recommendations under section 159 of the IBAC Act

IBAC investigations consider broader systemic issues and gaps or weaknesses in agencies' controls that may have facilitated the alleged corruption or police misconduct.

During 2020/21, IBAC made 33 formal recommendations under the IBAC Act for public sector agencies to improve their systems, practices and controls. IBAC requires agencies to respond to recommendations within a specified period.

Table 12 is a summary of recommendations made by IBAC and their outcomes in the past five years.

Table 12. IBAC recommendations under section 159 of the IBAC Act

	2016/17	2017/18	2018/19	2019/20	2020/21
Recommendations made by IBAC ^(a)	47	14	50	46	33
Recommendations implemented ^(b)	20	33	27	21	53
Recommendations being monitored ^(c)	38	27	48	68	42

Notes:

^(a) Total new recommendations made by IBAC in that financial year.

^(b) Total recommendations implemented by subject agencies in that reporting year. Includes recommendations made by IBAC in a previous reporting year but implemented by the agency in a subsequent year.

^(c) Total recommendations being monitored by IBAC, including recommendations where the subject agency has yet to report back to IBAC on implementation or where the agency is delivering ongoing implementation activities that IBAC is monitoring. Includes IBAC recommendations made in previous reporting years where monitoring is ongoing.

Victorian public sector investigations

Table 13 shows the investigations and preliminary inquiries into Victorian public sector agencies that IBAC undertook during 2020/21. Of the six public sector investigations IBAC completed, all were complex, with the main categories of misconduct being the unauthorised release of information and fraud. No standard investigations were completed.

Table 13. Public sector investigations and preliminary inquiries undertaken by IBAC during 2020/21

Status of investigation	Number
Preliminary inquiries commenced ^(a)	3
Investigations commenced – standard ^(b)	2
Investigations commenced – complex ^(b)	–
Preliminary inquiries finalised	8
Investigations finalised – standard	–
Investigations finalised – complex	6
Open investigations and preliminary inquiries at 30 June 2021	17

Notes:

^(a) From 1 July 2016, IBAC was able to conduct preliminary inquiries to help determine whether to dismiss, refer or investigate a complaint or notification. More information is on the IBAC website.

^(b) See definitions of 'standard' and 'complex' investigations on page 28.

Examples of finalised public sector investigations

Operation Merrica

An investigation into allegations of serious corruption, involving a provider of quantity surveying services and contracts issued by the Department of Education and Training (DET) and the Victorian School Building Authority (VSBA).

On 13 October 2020, IBAC served four people with charges for offences, including conspiracy to cheat and defraud, and misconduct in public office.

The matter is currently before the courts.

Operation Carlisle

An 'own motion' investigation conducted from May 2019 to February 2020 into the alleged corrupt conduct of a Corrections Victoria officer, including misuse of information, conflicts of interest and criminal associations.

The investigation resulted in a series of recommendations to Corrections Victoria to strengthen its corruption prevention controls.

Public sector prosecutions

The table below summarises the outcomes of public sector investigations by IBAC that were finalised in 2020/21 and resulted in criminal prosecution.

Table 14. Outcomes of IBAC public sector investigations finalised during 2020/21

Operation	Date	Who	Outcome
Murano	13 August 2020	Anthony Dieni	Sentenced to 14 years imprisonment with a nine-year non-parole period
Topi	22 October 2020	Andrew Williamson	Charge 1: Ten-month imprisonment plus a 30-month community correction order (CCO) to complete 300 hours of community work. Charge 2: Four-month imprisonment plus a 12-month CCO. Charge 3: Five-month imprisonment plus a 15-month CCO. Charges 1 and 3 are to be served cumulatively and CCOs to be served concurrently.

Victoria Police investigations

Table 15 shows IBAC's investigations and preliminary inquiries into Victoria Police during 2020/21. Of the five investigations IBAC completed, one was complex, two were standard and two were preliminary investigations. These investigations concerned allegations of unlawful assault and excessive use of force by police officers and allegations of police personnel misusing their position in various ways, including falsifying documents, perjury and dealing with the proceeds of crime.

Table 15. Victoria Police investigations and preliminary inquiries undertaken by IBAC during 2020/21

Status of investigation	Number
Preliminary inquiries commenced	4
Investigations commenced – standard ^(a)	5
Investigations commenced – complex ^(a)	–
Preliminary inquiries finalised	2
Investigations finalised – standard	2
Investigations finalised – complex	1
Open investigations and preliminary inquiries at 30 June 2021	10

Note:

^(a) See definitions of 'standard' and 'complex' investigations on page 28.

Examples of finalised Victoria Police investigations

Investigations into Victoria Police use of force

IBAC has independent oversight of Victoria Police to help ensure it acts with impartiality and accountability, and in accordance with the law. This oversight is critical because of the significant powers exercised by police officers, including use of force, and powers to detain, search and arrest.

IBAC's work aims to build Victoria Police's capacity to address corruption and police personnel misconduct, including helping prevent excessive use of force incidents. IBAC has conducted several investigations into alleged excessive use of force by Victoria police officers, including:

Operation Henty

An investigation into allegations of excessive use of force by Victoria Police officers when they attended a house in Preston to conduct a welfare check on a pensioner in September 2017. The incident was captured on CCTV.

On 24 July 2020, three Victoria Police officers were found guilty of unlawful assault and on 29 July 2020, received adjourned undertakings without conviction.

Constable John Patrick Edney and Senior Constable Florian Hilgart received an adjourned undertaking of 12 months, with \$1000 to be paid into the court fund. Senior Constable Brad McLeod received an adjourned undertaking of 12 months, with \$3500 to be paid into the court fund. Mr McLeod and Mr Hilgart appealed their convictions. Guilty verdicts were returned in both instances in the County Court of Victoria on 3 March 2021, and the original penalties were re-imposed.

Operation Blackmore

An investigation into an incident that occurred in Warrnambool in November 2017.

On 3 June 2021, IBAC charged three Victoria Police officers with negligently causing serious injury. The matter is listed for a committal mention hearing at the Warrnambool Magistrates' Court on 1 November 2021.

Operation Langlo

An investigation into an alleged assault by a Victoria Police member that occurred in Warrnambool in June 2020 while the officer was on duty.

On 18 May 2021, IBAC served the Victoria Police member with charges of recklessly causing injury and common assault. The first court appearance is scheduled at the Warrnambool Magistrates' Court on 4 October 2021.

Victoria Police prosecutions

Table 16 lists the outcomes of IBAC investigations of Victoria Police members that were finalised in 2020/21. Some outcomes are from charges made in previous years.

Table 16. Outcomes of IBAC investigations of Victoria Police finalised during 2020/21

Operation	Date	Who	Outcome
Ithaca	1 July 2020	Robert Beckingham	Found guilty and fined \$7500 with a conviction.
Ithaca (appeal)	14 August 2020	Robert Beckingham	Mr Beckingham appealed his sentence to the County Court of Victoria in relation to a single charge of perjury. The original orders of the Magistrates' Court of Victoria were set aside and he was sentenced to an 18-month community correction order with a conviction.
Henty	27 July 2020	John Edney	Found guilty and sentenced to a 12-month adjourned undertaking with no conviction, with \$1000 to be paid to the court fund.
Henty	27 July 2020	Florian Hilgart	Found guilty and sentenced to a 12-month adjourned undertaking with no conviction, with \$1000 to be paid to the court fund.
Henty	27 July 2020	Bradley McLeod	Found guilty and sentenced to a 12-month adjourned undertaking with no conviction, with \$3500 to be paid to the court fund.
Henty (appeal)	3 March 2021	Bradley McLeod	Found guilty and sentenced to a 12-month adjourned undertaking with no conviction, with \$3500 to be paid to the court fund.
Henty (appeal)	3 March 2021	Florian Hilgart	Found guilty and sentenced to a 12-month adjourned undertaking with no conviction, with \$1000 to be paid to the court fund.
Dawson	11 March 2021	Paul Rosenblum	Pleaded guilty and sentenced to an adjourned undertaking with no conviction and fined \$20,000.

1.6.3. Independent oversight

Reviews

IBAC conducts retrospective reviews of public sector and Victoria Police investigations into allegations about misconduct and corruption, or serious incidents and deaths associated with police contact. Independent review of such investigations is a critical part of IBAC's work.

The purpose of an IBAC review is to determine the adequacy of an investigation, especially whether it was thorough and fair; that the findings are evidence-based, and outcomes reasonable and in accordance with public expectations. Where applicable, reviews also consider human rights and public interest disclosure laws.

Reviews are also an opportunity for IBAC to identify potential improvements to established policies and practices of the agency conducting the investigation, including their investigation processes. This increases public confidence in public agencies' ability to manage complaints and appropriately deal with misconduct, as well as to identify areas where a high corruption risk exists.

IBAC reviews have led to an improvement in how conflicts of interest are managed, and how human rights are considered by the public sector and Victoria police. This year, IBAC published a guide to good investigations to support public sector agencies that receive IBAC referrals.

In 2020/21, IBAC's capacity to conduct reviews has been restricted by a lack of resources and it has only been possible to review a small number of referred investigations, although a small improvement was achieved when compared to the previous year. As outlined in Table 17, IBAC has conducted a total of 92 reviews over the past 12 months.

IBAC prioritises its reviews by considering:

- the seriousness of the allegations
- the seniority or position of personnel involved
- the established patterns of behaviour or complaint histories
- indications of management practices or organisational and cultural issues that enable misconduct or corruption
- issues that are in the public interest, for example they may involve a vulnerable member of the community, excessive force or a breach of human rights.

Victoria Police reviews

IBAC conducted 64 reviews of Victoria Police investigations in 2020/21. These reviews commonly highlighted issues relating to:

- officers' justification for use of force
- management of family violence matters involving police officers
- obscuring behaviour by police and investigators to conceal instances of misconduct.

IBAC continues to work with Victoria Police to implement improvements in these areas.

Table 17. Number of IBAC reviews in the past five years

Classification	2016/17	2017/18	2018/19	2019/20	2020/21
Reviews of police investigations completed	73	72	45	59	64
Reviews of public sector investigations completed	8	8	11	8	28

Victorian public sector reviews

In 2020/21, IBAC conducted 28 reviews of Victorian public sector agency investigations.

We increased our focus on certain sections of the public sector, including the Department of Justice and Community Safety, in response to IBAC's recent special report on Corrections Victoria. We also focused on public sector and local government misconduct investigations, given the complex and wide-ranging issues identified by more recent IBAC operations, such as potential corruption risks in contractual agreements, procurement and lobbying.

The following are examples of public sector reviews finalised in 2020/21.

Review of an investigation by a government department into another government authority

IBAC reviewed the conduct of an investigation by a Victorian Government department into a complaint about a government authority. The investigation was adequate and the allegations were not substantiated, however the case highlighted risks in procurement which is an ongoing area of interest for IBAC.

In this case, the complainant stated they did not feel confident lodging a complaint until after they had left the organisation. This is consistent with a key finding from IBAC's June 2021 report *Corruption and integrity: Perceptions of Victorian public sector employees*. While respondents are generally confident that their organisation will treat reports of corruption and misconduct seriously, barriers to reporting still exist, including concerns around confidentiality and fear of detrimental action.

The recently amended PID legislation provides disclosers with increased control over their complaint and information, as well as protection from detrimental action. It is anticipated that these changes will result in an increased level of confidence for complainants to report corrupt conduct.

Review of three investigations by a government department

IBAC reviewed three separate investigations by a Victorian Government department. These involved allegations of fraud and false accounting practices by a training centre to gain additional funding; a public officer failing to declare and manage conflicts of interest; and a project manager fabricating their curriculum vitae to gain employment with the department.

Each review determined that the investigation in question was timely and thorough, and that the findings were appropriate, demonstrating that the department is well equipped to undertake effective internal investigations.

However, the reviews also found that the department had not fully considered organisational learnings in each case, nor considered the matters holistically to identify opportunities to reduce corruption risks. These findings were conveyed to the department so that it could continue to enhance its investigation practices and apply organisational learnings.

Monitoring Victoria Police compliance with legislation

IBAC oversees Victoria Police compliance with various legislation, as well as the IBAC Act. IBAC's Compliance team conducts audits and inspections under the following legislation.

Sex Offenders Registration Act 2004

IBAC monitors Victoria Police's Register of Sex Offenders for compliance with Parts 3 and 4 of the *Sex Offenders Registration Act 2004*. IBAC inspection reports are provided to the Minister for Police for tabling in each House of Parliament.

Witness Protection Act 1991

IBAC monitors Victoria Police's compliance with recordkeeping requirements under the *Witness Protection Act 1991*. IBAC inspection reports are provided to the Minister for Police.

Drugs, Poisons and Controlled Substances Act 1981

IBAC inspects Victoria Police certificates and reports relating to destruction or disposal of specified material found on public land or private land (where permission has been given) where destruction or disposal is required in the interests of health or safety. IBAC inspection reports are provided to the Minister for Police.

Crimes Act 1958

IBAC monitors compliance by Victoria Police in relation to the carrying out of functions or powers in respect of:

- the taking of DNA profile samples
- senior police authorisations
- authorisations made under section 464ZFAE to senior police officers authorising the taking of DNA samples
- Any matter on which the Chief Commissioner of Police is required to report to the Attorney-General of Victoria under section 464ZFE.

IBAC reports are provided to the Attorney-General and are tabled in the Parliament.

Firearms Act 1996

IBAC has three oversight functions under the *Firearms Act 1996*:

- quarterly reviews of firearms prohibition orders issued
- a standing power to monitor the exercise of Victoria Police powers under Parts 4A and 10A of the Act
- provision of biennial reports to the Minister for Police.

IBAC ministerial reports are tabled in each House of Parliament.

In 2020/21, IBAC reviewed 52 firearm prohibition orders and made one recommendation which was accepted by Victoria Police. A further five recommendations have been made which were pending a response from Victoria Police at 30 June 2021.

Monitoring of low-level complaints from Victoria Police

Complaints received by Victoria Police are triaged by Victoria Police Professional Standards Command and assigned a classification that determines how each matter is handled.

The lowest classifications are Local Management Resolution (LMR) and Management Intervention Model (MIM) matters. Only minor complaint and conduct matters (for example, customer service complaints) should be classified LMR or MIM because these are incidents that are capable of resolution without using the disciplinary process and do not involve police personnel misconduct, as defined in the *Victoria Police Act 2013*. While not required to notify IBAC, Victoria Police does advise IBAC of these matters.

In 2020/21, IBAC received 451 LMR notifications. These matters related to duty failure (such as failure to act, assist or investigate, and failure to provide an investigation update or outcome) and behaviour (such as incivility, aggression, rudeness, inappropriate behaviour and harassment).

IBAC also received 349 MIM notifications. These matters related to duty failure (such as failure to act or investigate; failure to comply with instruction or follow process, and failure to return property) and behaviour (such as incivility, aggression, rudeness and inappropriate behaviour).

Table 18: Number of low-level complaints relating to Victoria Police

	2019/20	2020/21
Local Management Resolution (C2–4)	516	451
Management Intervention Model (C2–5)	460	349
Total	976	800

In 2018/19 IBAC undertook an audit of 10 per cent of MIMs and LMRs classified by Victoria Police to review the classifications for accuracy. With the restrictions in movement and stay-at-home orders arising from COVID-19, IBAC was not able to conduct this audit in 2019/20 or 2020/21 due to the need to use specialist systems in the office to do so. We anticipate that this work will recommence in the 2021/22 financial year.

1.6.4. Prevention and education

A core function under the IBAC Act is to prevent public sector corruption and police misconduct. This work is critical to improving integrity standards across the public sector and police.

IBAC's activities to expose public sector corruption and police misconduct, including investigation outcomes, research and strategic intelligence analysis, are the foundation on which our prevention work is built. This evidenced-based content, demonstrating the nature and adverse effects of corruption and police misconduct, provides the platform to inform meaningful communication and engagement with stakeholders and broader audiences.

IBAC focuses on achieving the greatest progress in preventing public sector corruption and police misconduct by:

- engaging with the community and the public sector to raise awareness and improve understanding of corruption and its adverse effects
- encouraging reporting of corruption and helping to build public sector capacity to actively resist corruption
- alerting organisations to research information and intelligence so they are prepared to respond to corruption risks.

In 2020/21, IBAC delivered 115 corruption prevention initiatives and achieved a 98.5 per cent satisfaction rating from participants.

Communication and engagement activities

IBAC presented at over 60 external forums or speaking engagements in 2020/21. Presentations were provided at various sector and agency-specific forums, reaching senior leaders and practitioners working in integrity-related roles, as well as stakeholders and community members working outside the public sector.

In October 2020, IBAC hosted a roundtable with community legal sector stakeholders. Other presentations to legal sector stakeholders involved the Judicial Commission of Victoria and Victoria Legal Aid. IBAC also conducted a number of presentations for non-public sector stakeholders such as university students participating in law and governance courses, and on topics of interest such as IBAC's police oversight powers at events hosted by the Muslim Legal Network and the Monash Migration and Inclusion Centre.

In response to the ongoing COVID-19 pandemic, IBAC carried out many of these initiatives online. This shift enabled IBAC to host and participate in more online speaking engagements in 2020/21, while our own online events attracted more participants compared to past face-to-face events.

IBAC's digital reach continued to grow and our website attracted over 283,000 users in 2020/21, a 75 per cent increase on the previous year. This increase was largely driven by video streaming of public hearings, underpinned by search optimisation improvements to our website.

In 2020/21 IBAC recorded:

- over 30,000 viewers for video streams of our public hearings
- 27 per cent growth in our social media following to more than 7800 users, with engagement up more than 45 per cent
- 3500 subscribers to IBAC's quarterly *IBAC insights* e-newsletter.

Corruption prevention initiatives for the Victorian public sector

Preventing and exposing public sector corruption builds community confidence and trust in the Victorian public sector and strengthens confidence in the Victorian integrity system.

IBAC communication focuses on improving community awareness of public sector corruption and police misconduct, encouraging the reporting of suspected corruption, identifying how corruption can be prevented, and supporting enhanced corruption prevention capability in our public sector.

We are committed to being open and transparent in providing information to the community. At times, IBAC is limited in what information can be shared (usually due to legal and operational reasons, such as protecting the integrity of an ongoing investigation), but we aim to produce accessible, informative communications that help to increase understanding about and resistance to corruption.

Forums

IBAC conducted several webinars in 2020/21 to help prevent corruption in the public sector. These forums included:

- several IBAC-hosted or presented webinar events which focused on corruption risks during times of crisis and emergency, including a joint IPAA webinar, *Safeguarding Victorian public sector integrity during COVID-19*
- responses to invitations to speak with councillors in council induction programs following the 2020 local government elections
- presentations to public sector senior leaders via forums such as the VPSC Senior Executive Induction Program, Department of Education and Training Integrity Leadership Integrity Forum
- an IBAC-hosted live webinar, which focused on corruption risks associated with conflicts of interest, attended by over 300 people
- IBAC's annual PID Coordinator Forum.

Special reports

IBAC tabled three special reports in 2020/21. One special report concerned Operation Meroo, an IBAC investigation into allegations that the former CEO of a Victorian regional health service misused their position and engaged in corrupt conduct, including subverting procurement processes and failing to declare and manage conflicts of interest. IBAC made recommendations to the health service and the Department of Health to address the vulnerabilities identified in Operation Meroo. These include strengthening board capability and oversight, procurement practices, and conflict of interest management. The department and the health service are due to respond to the recommendations by April 2022.

A special report on corrections focused on four IBAC investigations into allegations of corrupt conduct in the corrections sector – Operations Rous, Caparra, Nisidia and Molara. IBAC found that Victoria's prison system faces ongoing corruption risks. The report highlighted the pressing need to address problematic workplace cultures, particularly in relation to identifying and reporting suspected corruption. The report made recommendations to address ongoing corruption risks and promote a culture of integrity across the corrections system. The report also recommended that corrections officers should be legally obliged to report suspected corrupt conduct.

Further details of all IBAC special reports can be found in the publications and resources section of the IBAC website.

Research reports

IBAC published the third in our series of public reports outlining the key risks of unauthorised access to and disclosure of information in the Victorian public sector in November 2020. The report discusses how the misuse of information or material by both local government employees and councillors, acquired while performing their duties, may constitute corrupt conduct. It also covers potential prevention, reporting and detection measures. The previous two reports published in 2019/20 focused on Victoria Police and state government bodies respectively.

Two further research reports, published in June 2021, provide an overview of Victorian public sector employees' and council employees' perceptions of corruption and integrity.

Further details of all IBAC research reports can be found in the publications and resources section of the IBAC website.

Accessible resources

IBAC published a range of resources in 2020/21 as part of our ongoing work to prevent public sector corruption. These resources covered a range of topics including:

- IBAC's legislated powers
- corruption risks during times of crisis
- behaviours and actions that support organisational integrity
- unauthorised access to and disclosure of public sector information.

IBAC also produced a range of new digital resources to explain IBAC's work, our investigation findings and how to report corruption or police misconduct. Examples included:

- videos *Be alert to corruption risks facing Victoria's state government and local councils*; *My local council: if something is not right, who do I complain to?* and *What happens after you make a complaint to IBAC?*
- podcasts including *Why government organisations need to take information misuse seriously* and *My local council: how corrupt do we think we are?*
- infographics explaining corruption risks that the Victorian public sector faces and perceptions of corruption and integrity.

Resources are published on IBAC's website in accessible formats with captions and transcripts to make sure they are widely accessible.

Copies of IBAC fact sheets can be found in the publications and resources section of the IBAC website.

Public examinations

The third round of public examinations for Operation Sandon began in November 2020. Operation Sandon is an investigation into planning and property development decisions at the City of Casey Council and whether lobbyists or planning consultants exerted undue influence over state and local government planning and property development decisions.

The final component of these examinations involved hearing from five subject-matter experts on key strategic issues and systemic corruption vulnerabilities identified in the investigation. In the week preceding the experts' appearance at IBAC, the public was invited to submit questions through the IBAC website and Slido (an online Q&A platform). Over 60 questions were received, which contributed to the issues explored in the examinations.

Corruption prevention initiatives for Victoria Police

Victoria Police education program

In 2020/21, IBAC continued to reinforce messages about integrity and ethical behaviour in presentations and information delivered via our Victoria Police education program. Through this program, we challenge and support Victoria Police members to consider integrity in all their decisions and actions, and to be aware of the part every employee plays to uphold Victoria Police standards.

New activities undertaken by IBAC in 2020/21 included:

- presentations to new detectives as part of their training with the Centre for Crime Investigation
- presentations to senior officer forums including the Western region and Victoria Police Command
- development of information and training videos on topics such as disclosure, integrity and obscuring behaviours, reporting police misconduct and the police complaint investigation process
- development of a flyer on reporting corruption and misconduct for Victoria Police Victorian Public Service (VPS) executives.

Activities delivered in 2020/21 that have continued from previous years included:

- fortnightly presentations to recruits participating in the Probationary Constable Foundation Development Program
- presentations to senior sergeants and inspectors participating in the Police Manager Qualifying Program.

Special reports

The Operation Gloucester special report, tabled in July 2020, outlines the findings from an IBAC investigation into improper evidentiary and disclosure practices in relation to the Victoria Police investigation of the 1998 murders of Sergeant Gary Silk and Senior Constable Rodney Miller. Operation Gloucester identified a variety of improper practices by police officers with respect to witness statements which did not comply with proper evidentiary and disclosure practices.

IBAC also found that some of the improper practices continued to be applied by some officers and in some workplaces, and considered this conduct was, in part, due to some officers not understanding or trusting the process of testing evidence in court. IBAC made two recommendations to Victoria Police to prevent these practices occurring in future and to protect the integrity of investigations and the administration of justice.

Victoria Police is due to report to IBAC on the outcomes of its review of policy and training of statement-taking practices (recommendation 1) by January 2022 and the outcome of an audit of practices for making and taking statements and disclosure practices (recommendation 2) by June 2022.

The Operation Gloucester special report and other IBAC special reports can be found in the publications and resources section of the IBAC website.

Research reports

IBAC is auditing how Victoria Police handles complaints about police misconduct made by Aboriginal people. The audit has examined 55 matters where the complainant or a person involved in a serious incident following contact with Victoria Police has been identified as an Aboriginal person. IBAC has also engaged with community organisations and bodies, including Regional Aboriginal Justice Advisory Committees, in metropolitan and regional areas.

As part of the audit, IBAC planned to conduct community engagement sessions with Aboriginal communities across Victoria. Limits on community gatherings, due to COVID-19 restrictions, meant these consultations could not be held, but IBAC will undertake further community engagement after the report's publication in 2021/22.

1.7. Financial overview

At the beginning of 2020/21, IBAC was faced with a funding deficit of more than \$6 million, so reserves were earmarked to supplement IBAC's 2020/21 funding, subject to government approval.

At the start of the financial year we were unclear if our business case, submitted in January 2020 seeking an increase in IBAC's recurring funding, would be approved. In November 2020 the government approved our business case for additional funding from 2021/22 onwards. Consequently, IBAC's budget is sufficient to maintain current operating levels, but does not allow for any increase in activity.

As the decision to increase our recurrent funding and formal approval to use our trust funds was only received at the end of 2020, IBAC faced considerable uncertainty for the first half of the financial year, making planning difficult. Had the government not increased our recurrent funding, we would have been required to curtail some operations. A number of projects and recruitment activities were put on hold or deferred until we had this budget certainty. In conjunction with the COVID-19 pandemic adversely affecting our ability to carry out our operational activities, this meant we did not spend our reserves in full, as anticipated.

1.7.1. Financial performance

IBAC's net financial result for the year was a deficit of \$3.414 million compared to a \$0.022 million deficit in 2019/20. This is due to the use of IBAC trust funds to supplement the recurrent budget. These trust funds were recognised as revenue in 2013 and cannot be recognised as revenue again. Consequently, the use of IBAC trust funds resulted in an overall deficit.

A summary of IBAC's performance is outlined in Table 19 and shows the movement in actual revenues, expenses, balance sheet items and net cash flow.

Table 19: Financial summary 2020/21 and previous four years

	2020/21 (\$m)	2019/20 (\$m)	2018/19 (\$m)	2017/18 (\$m)	2016/17 (\$m)
Financial performance					
Total income	42.302	46.528	43.672	39.695	36.372
Total expenditure	46.209	46.528	43.672	39.695	36.372
Net result from transactions	(3.907)	–	–	–	–
Comprehensive result	(3.414)	(0.22)	(0.099)	0.075	0.132
Financial position					
Total assets	39.152	44.763	30.150	28.054	27.418
Total liabilities	22.372	24.569	9.902	7.707	7.092
Total equity	16.780	20.194	20.248	20.347	20.326
Cash flow					
Net cash flow from operating activities	3.258	3.615	1.395	1.701	1.459

1.7.2. Income

Part 5 of the *Integrity and Accountability Legislation Amendment Act 2019* commenced on 1 July 2020. As a result, IBAC gained budget independence and we now receive an annual appropriation directly from Parliament. By contrast, in 2019/20 IBAC received our funding as a grant through the Department of Premier and Cabinet.

In 2019/20 IBAC had access to \$4 million of prior year unspent funds that was used to supplement our recurrent budget. Income decreased by 9.1 per cent in 2020/21 as prior year unspent funds were no longer available in 2019/20, except for a small amount of re-phased funding. Recurrent income was not sufficient to fully fund IBAC. The gap in funding was resolved by IBAC using our reserves (a trust fund). The Assistant Treasurer approved the use of the IBAC trust fund.

1.7.3. Expenditure

IBAC's expenditure, excluding depreciation, increased by \$1.17 million. Depreciation expenditure decreased by \$1.48 million due to accounting adjustments. Our employee expenses were relatively consistent with previous years, with 66 per cent of total expenditure spent on employees.

Operational activities were disrupted, and projects were delayed, due to the COVID-19 pandemic. Working from home arrangements resulted in some cost savings in general office expenditure. Other expenditure increased because of additional investment in IT-related projects, increased legal fees for counsel assisting in private and public hearings, and an increase in the use of consultants primarily to develop the new IBAC strategic plan and the corruption prevention strategy.

1.7.4. Current financial position

IBAC's financial position shows total assets of \$39.152 million, liabilities at \$22.372 million and equity of \$16.780 million. IBAC's total assets decreased by 12.5 per cent due to the use of trust funds. The decrease in liabilities relates to repayments of the lease liability.

1.7.5. Looking forward

IBAC received a significant increase in funding for the 2021/22 financial year. The majority of this was only awarded for one year, with additional funding provided for 2022/23 and 2023/24, as well as some ongoing funding.

Although this is a very welcome funding increase and a recognition of the important work IBAC does, it will be very challenging to manage a large funding increase for 2021/22 followed by funding reductions in the subsequent two years. This will make long-term planning challenging, especially in relation to our workforce.

Governance and organisation structure

2.1. Victoria's integrity system

The Victorian public sector provides vital community services and facilities to support Victorians. Every day, public sector employees in government departments, agencies and local councils make decisions that affect all Victorians.

The community expects people working in the public sector to perform their duties fairly and honestly. When misconduct or corrupt activities are not identified or left unchecked, public money and resources are wasted. Misconduct and corruption undermine trust in government and damage the public sector's reputation.

The Victorian integrity system exists so Victorians can have confidence in the state's public sector because corruption in councils and government departments and agencies adversely affects us all.

Public sector corruption can occur when a public sector employee misuses their position or power for some form of gain. Examples of public sector corruption include providing services to family and friends ahead of other members of the community, misusing information to help a particular company win a contract or accepting bribes or other benefits.

Our integrity system is made up of three key agencies: IBAC, the Victorian Ombudsman and the Victorian Auditor-General's Office (VAGO).

Figure 6: Victoria's integrity system



2.2. Victoria Police oversight

IBAC's remit covers the whole Victorian public sector. Within this broad jurisdiction, an important and highly visible function of IBAC is its independent oversight of Victoria Police.

IBAC's independent oversight of Victoria Police focuses on ensuring police act fairly, impartially and in accordance with the law, including ensuring police officers have regard to the Charter of Human Rights. This independent oversight is critical because of the significant powers exercised by police officers, including the use of force and powers to detain, search and arrest.

As part of the emergency response to COVID-19, Victoria Police is enforcing the new public health directions made under the *Public Health and Wellbeing Act 2008*. This includes policing certain types of travel, gatherings and self-isolation orders. IBAC oversees the policing of these new directions.

To provide independent oversight of Victoria Police, IBAC:

- receives complaints and notifications about police personnel conduct (including complaints received by Victoria Police, which are mandatorily reported to IBAC)
- assesses these complaints and notifications to determine which are to be referred to Victoria Police for action, which are to be dismissed and which are to be investigated by IBAC
- conducts 'own-motion' investigations (ie where we investigate without receiving a complaint) and we have a 'standing own motion' in relation to deaths or serious injuries after police contact
- conducts private or public hearings as part of IBAC investigations into serious or systemic police misconduct
- undertakes research and other strategic initiatives, such as auditing how Victoria Police handles complaints
- oversees Victoria Police's compliance with five Acts, including the *Drugs, Poisons and Controlled Substances Act 1981*, *Witness Protection Act 1991*, *Firearms Act 1996*, *Crimes Act 1958* and the *Sex Offenders Registration Act 2004* (in addition, IBAC will also assume a compliance and reporting function in relation to Victoria Police's registration and management of human sources, commencing in 2022)
- informs and educates the community and Victoria Police about police misconduct, encouraging the reporting of, and advising on ways that corruption and police misconduct can be prevented
- makes recommendations for Victoria Police to strengthen its policies and procedures to address systemic police misconduct and improve its conduct of internal investigations; we also monitor and publicly report on their implementation.

2.3. Governance

Governance refers to the ways in which IBAC is directed, controlled and held to account, internally and externally.

Internal governance includes IBAC's internal accountability structures (organisational structure and committees), outcomes, delegations and authorisations, policies and procedures, risk management, planning and performance management, compliance management, culture (leadership and behaviours) and assurance mechanisms.

External governance includes the roles, relationships and distribution of powers and responsibilities between Parliament, the Integrity and Oversight Committee, the Victorian Inspectorate, the Attorney-General, the Department of Justice and Community Safety and the Victorian public sector.

IBAC's governance arrangements are described in detail in our Governance Charter available on the IBAC website.

2.3.1. Legislation

IBAC's governing legislation is the *Independent Broad-based Anti-corruption Commission Act 2011* (IBAC Act). IBAC is also responsible for the statewide operationalisation of the *Public Interest Disclosures Act 2012* (PID Act) and operates in accordance with its obligations under the *Charter of Human Rights and Responsibilities Act 2006* (Charter).

Other key legislative instruments that impact on the operation of IBAC are:

- *Victoria Police Act 2013*
- *Confiscation Act 1997*
- *Crimes (Assumed Identities) Act 2004*
- *Crimes (Controlled Operations) Act 2004*
- *Surveillance Devices Act 1999*
- *Telecommunications (Interception and Access Act) 1997* (Cth)
- *Telecommunications (Interception) (State Provisions) Act 1998*
- *Freedom of Information Act 1982*
- *Local Government Act 2020*
- *Victorian Inspectorate Act 2011*.

Governance and organisation structure

2.3.2. Oversight and accountability

IBAC is overseen by the Victorian Inspectorate and the Victorian Parliamentary Integrity and Oversight Committee.

The Victorian Inspectorate monitors our compliance with the IBAC Act and other legislation. The Integrity and Oversight Committee monitors and reviews our performance and examines the reports we publish.

We share our work publicly, including on our website and through other media, when appropriate, unless prevented by operational and legal constraints.

IBAC is committed to transparency wherever possible but, for legal and operational reasons, we are unable to publicly report on some activities, such matters appearing before the courts or when public comments may compromise investigations or other operations. However, robust reporting practices and external oversight demonstrates our compliance with the law.

Table 20: Bodies and their roles in providing oversight of IBAC

Oversight body	Role
Victorian Parliamentary Integrity and Oversight Committee	<ul style="list-style-type: none">Monitors and reviews the performance of IBAC.Examines published IBAC reports.
Victorian Inspectorate	<ul style="list-style-type: none">Monitors IBAC compliance with the IBAC Act and other laws.Oversees IBAC's performance under the <i>Public Interest Disclosures Act 2012</i>.Receives and investigates complaints about IBAC.
Attorney-General of Victoria	Receives IBAC reports on: <ul style="list-style-type: none">telecommunications interception warrantssurveillance device warrantsassumed identities.
Public Interest Monitor	Reviews IBAC applications for surveillance device and telecommunications interception warrants.
Supreme Court of Victoria, Magistrates' Court of Victoria	Receives IBAC reports on surveillance device warrants.
Commonwealth Ombudsman	Monitors IBAC compliance with chapters 3 and 4 of the <i>Telecommunications (Interception and Access) Act 1979</i> (Cth).
Department of Home Affairs	Receives IBAC reports on: <ul style="list-style-type: none">telecommunications interception warrantstelecommunications data authorisationsstored communications warrants.

2.4. Organisational structure

2.4.1. Ministers

The Honourable Jaclyn Symes MP was appointed as the Attorney-General of Victoria in December 2020.

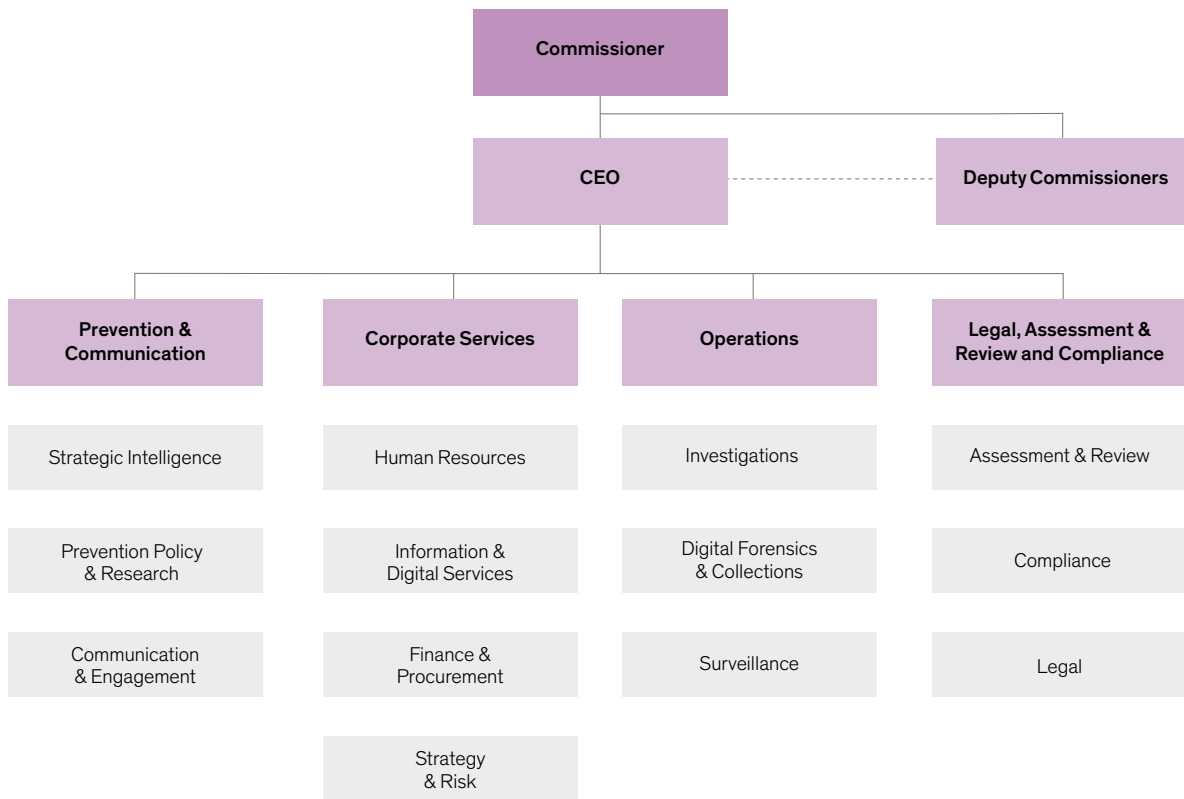
As Attorney-General, The Honourable Jaclyn Symes MP is the First Law Officer of the State of Victoria and is supported by the Department of Justice and Community Safety.

Before December 2020, The Honourable Jill Hennessy MP was the Attorney-General of Victoria.

2.4.2. Executive team

In 2020/21, the executive team consisted of the Commissioner, two Deputy Commissioners, Chief Executive Officer and the executive directors of IBAC's four divisions. The executive group provides leadership and strategic direction to the agency, and makes sure we meet our strategic goals and legislative responsibilities in an accountable and responsible way.

Figure 7. Organisational structure as at 30 June 2021



IBAC Commissioner

IBAC's Commissioner is an independent officer of Parliament and is responsible for our strategic leadership.

The Honourable Robert Redlich AM, QC began a five-year term as IBAC Commissioner on 1 January 2018.

Commissioner Redlich was a judge of the Supreme Court of Victoria for 15 years, including 11 years as a judge of the Victorian Court of Appeal. He was a member of the Victorian Bar for 30 years and served for a period as Chairman of the Victorian Bar Council. His significant achievements in legal practice were recognised with his appointment as Queen's Counsel in 1984.

Commissioner Redlich brings extensive experience to IBAC, including the investigation of corrupt practices in the public service and the police. He has successfully prosecuted and defended cases involving corrupt practices.

Chief Executive Officer

IBAC's Chief Executive Officer is responsible for the general conduct and the effective, efficient and economical management of IBAC's functions and activities.

Marlo Baragwanath joined IBAC in January 2020. Prior to commencing at IBAC, Ms Baragwanath was the Victorian Government Solicitor responsible for leading the Victorian Government Solicitor's Office. She began her public sector career at the Victorian Ombudsman, and previously held the roles of General Counsel and non-executive Director at WorkSafe Victoria and the Director, Office of the CEO at Victorian Building Authority.

Governance and organisation structure

Deputy Commissioners

IBAC's Deputy Commissioners assist the Commissioner, performing duties and functions under the IBAC Act.

David Wolf joined IBAC in January 2020 as Deputy Commissioner. Mr Wolf has broad expertise in and a deep understanding of regulatory, integrity, communication, public sector and council administration matters. Mr Wolf was Victoria's Chief Municipal Inspector and Head of the Local Government Inspectorate. He has also worked at the Victorian Building Authority.

Kylie Kilgour joined IBAC in January 2021 as Acting Deputy Commissioner. Ms Kilgour was appointed to the Deputy Commissioner role in July 2021. Ms Kilgour has significant expertise in and a deep understanding of police regulatory, integrity and administrative matters. She was the CEO of the Royal Commission into the Management of Police Informants and has held various senior leadership roles with the Department of Justice and Community Safety.

Executive Directors

Prevention & Communication

Christine Howlett leads our corruption-prevention work, including strategic intelligence, policy and research, public sector and community engagement, and communication. Ms Howlett has significant executive experience across state and federal government agencies, and expertise in the justice, integrity and human services sectors. Ms Howlett worked on secondment as special advisor to the Royal Commission into the Management of Police Informants during 2019.

Corporate Services

Glenn Ockerby leads IBAC's Finance & Procurement, Information & Digital Services, Strategy & Risk and Human Resources teams. Mr Ockerby joined IBAC from the Metropolitan Fire Brigade where he was Executive Director, Corporate Services and Chief Financial Officer. Mr Ockerby has broad experience in public and private sector leadership roles, including the Victorian WorkCover Authority and KPMG Australia.

Operations

Robert Sutton leads our Investigations, Digital Forensics & Collections and Surveillance teams. He has an extensive background in law enforcement, investigations and anti-corruption operations. Mr Sutton spent 20 years with Tasmania Police, predominantly as a detective. He has leadership and management training, focused on the conduct and oversight of serious and complex investigations.

Legal, Assessment & Review and Compliance

Stacey Killackey leads IBAC's Legal, Assessment & Review and Compliance teams. Before starting at IBAC, she was Director, Workplace and Education Law at the Department of Education and Training. Ms Killackey is an experienced lawyer who has been in practice since 2000, primarily in workplace relations and litigation, and in community legal practice in Darwin. Before working in government, Ms Killackey worked at Corrs Chambers Westgarth.

2.4.3. Audit and Risk Management Committee

IBAC's Audit and Risk Management Committee works to a charter that reflects requirements of Standing Directions 2018 under the *Financial Management Act 1994*.

The committee met four times in 2020/21, and provided independent advice to the IBAC Commissioner and CEO on:

- the effectiveness of IBAC's systems and controls for financial and organisational risk management
- IBAC's annual financial statements
- IBAC's internal audit function
- recommendations made by internal and external auditors, actions in response to the audit effectiveness of IBAC's compliance-management processes and remedial actions to address compliance deficiencies
- compliance with the *Financial Management Act 1994* Standing Directions and instructions.

The committee comprises four external independent members. The external members' role is to provide independent assurance and assistance on the effectiveness of IBAC's internal controls, financial and risk management, and compliance framework. Remuneration of the external members totalled \$40,434 (excluding GST) for 2020/21.

In 2020/21, the four independent members were:

Sara Watts (Chair)

Ms Watts is a non-executive director and audit and risk committee chair. She has worked in sectors including information technology, higher education, arts and disability, and has experience in financial management, technology deployment and governance. Ms Watts holds a Bachelor of Science, a Master of Business Administration, is a Fellow of CPA Australia (FCPA) and a Fellow of the Australian Institute of Company Directors (FAICD).

Geoff Harry

Mr Harry retired from full-time executive roles in 2014 and has extensive skills in financial reporting, assurance, governance, risk management and control frameworks at both state and local government levels, as well as in the corporate sector. Mr Harry has a Bachelor of Commerce and he is a Fellow of the Institute of Chartered Accountants in Australia and New Zealand, an FCPA and a Graduate Member of the Australian Institute of Company Directors (GAICD).

Jennifer Johanson

Ms Johanson is an experienced non-executive director in financial services, education and the not-for-profit sector. Her deep capability in governance and risk management is supported by strong communication and negotiation skills, and a background in audit, risk and information technology. Ms Johanson is a chartered accountant and a certified information systems auditor with a Bachelor of Commerce and a GAICD.

Chris Sheehan

Mr Sheehan is a senior executive with almost 30 years' international and domestic law enforcement experience in national security, organised crime and crisis management. Mr Sheehan has deep knowledge of investigative management. He specialises in financial management, corporate governance and formulating policy, building trust with all stakeholders to make sure information flows freely.

2.5. Occupational health and safety

The goal of our Health Safety and Wellbeing Strategy 2021–23 is to make sure 'safety is everyone's business' at IBAC. We modify and continually improve our practices to ensure all employees feel comfortable to speak up and report any potential workplace incidents avoided or any actual incidents, inappropriate behaviour or accidents. This high-level commitment has resulted in more employees reporting occupational health and safety (OHS) incidents through our formal OHS incident system.

During 2020/21, IBAC introduced several initiatives to improve the health and safety of our staff, including publishing quarterly OHS updates from the OHS Committee and delivering a proactive wellbeing program. Our OHS risk management working group focused on our highest priority risks starting work to develop tailored approaches to each.

2.5.1. OHS training

In line with our commitment to the Victorian Public Sector Mental Health and Wellbeing Charter, IBAC celebrated R U OK? Day, Men's Health Week and Women's Health Week to raise awareness and promote good health. Separate tailored psychological first aid training was also provided to all people leaders and staff, enabling them to identify, support and address mental health concerns.

Online training about the issues of sexual harassment and workplace bullying was made available to all staff, resulting in a 99.75 per cent completion rate.

Due to the COVID-19 pandemic and remote technology challenges, new employees were temporarily unable to complete OHS induction training. As part of IBAC's transition to a hybrid working model, we redesigned the induction program as an e-learning module and made this available to new staff in June 2021.

2.5.2. Incident management

Reported incidents across IBAC totalled 33, including injuries, potential incidents avoided, detected workplace hazards and OHS policy breaches.

The increase was expected and was attributed to the introduction of IBAC's online incident reporting system, an increased awareness of incident reporting among staff and the introduction of policy breach reporting.

2.5.3. OHS risk management

IBAC implemented all actions from the May 2020 KPMG internal audit of our safety management system. This audit considered the relative Australian standard (AS 4801), along with legislative requirements and key processes and controls.

There was limited opportunity for health and safety representatives to conduct inspections of the designated working group areas during 2020/21 as employees worked from home for most of this time due to COVID-19.

Governance and organisation structure

Table 21: IBAC's performance against OHS management measures

		2019/20	2020/21
Incidents	No. of incidents	19	33
	Rate per 100 FTE	–	16.5%
	No. of incidents requiring first aid and/or further medical treatment	–	7
Claims	Standard claims ^(a)	–	2
	Rate per 100 FTE	–	1%
	No. of lost time claims ^(a)	–	–
	Rate per 100 FTE	–	–
	No. of claims exceeding 13 weeks ^(a)	–	–
	Rate per 100 FTE	–	–
Fatalities	Fatality claims	–	–
Claim costs	Average cost per standard claim ^(a)	\$24,770	\$6,118
Return to work (RTW)	Percentage of claims with RTW plan <30 days	–	100%
Management commitment	Evidence of OHS policy statement, OHS objectives, regular reporting to senior management of OHS, and OHS plans (signed by CEO)	Completed	Completed
	Evidence of OHS criteria in purchasing guidelines (including goods, services and personnel)	Completed	Completed
Consultation and participation	Evidence of agreed structure of designated workgroups (DWGs), health and safety representatives (HSRs) and issue resolution procedures (IRPs)	Completed	Completed
	Compliance with agreed structure on DWGs, HSRs and IRPs	Completed	Completed
	No. of quarterly OHS Committee meetings	–	4
Risk management	Percentage of internal audits/inspections conducted as planned	100%	40% ^(b)
	No. of improvement notices issued by WorkSafe Inspector	–	–
	Percentage of issues identified and actioned arising from:		
	<ul style="list-style-type: none"> • internal audits • HSR provisional improvement notices • WorkSafe Victoria notices. 	–	100%
Training	Percentage of managers and staff that have received OHS training:		
	<ul style="list-style-type: none"> • induction • management training • contractors and temporary staff. 	–	13%
		–	100%
		–	–%
	Percentage of HSRs trained:		
	<ul style="list-style-type: none"> • on acceptance of role (initial training) • retraining (annual refresher) 	–	–%
	–	33%	

Notes:

^(a) Data sourced from IBAC's WorkSafe Victoria agent. Data for standard claims, time lost claims and fatality claims is at 30 June for the year shown. Standard claims are those that have exceeded the employer excess (for medical and like expenses) threshold and/or liability of 10 working days of time lost. The average cost per claim is reported based on actual costs and excludes estimated future costs that contribute to IBAC's premium.

^(b) Due to Chief Health Officer directions to work from home, health and safety representatives had limited access to IBAC's office to conduct quarterly inspections.

2.6. Employment and conduct principles

IBAC is committed to applying merit and equity principles when appointing staff. The selection processes ensure applicants are assessed and evaluated fairly and equitably on key selection criteria and other accountabilities without discrimination.

Employees have been correctly classified in workforce data collections.

Workforce data

3.1. Public sector values and employment principles

IBAC's policies and practices are consistent with the VPSC's employment standards and provide for fair treatment, career opportunities and the early resolution of workplace issues. IBAC advises employees on how to avoid conflicts of interest, how to respond to offers of gifts and how IBAC deals with misconduct.

3.2. Comparative workforce data

Table 22 details the headcount and full-time staff equivalent (FTE) of all active public service employees of IBAC, employed in the last full pay period in June of the current reporting period, and in the last full pay period in June 2020 of the previous reporting period (2020).

Workforce data

Table 22: Details of employment levels in June 2020 and 2021^(a)

	Jun-20								Jun-21							
	All employees		Ongoing			Fixed-term/ casual			All employees		Ongoing			Fixed-term/ casual		
	Number/ head count	FTE	Full- time head count	Part- time head count	FTE	Head count	FTE	Number/ head count	FTE	Full- time head count	Part- time head count	FTE	Head count	FTE		
Gender																
Male	96	95.4	89	3	91.4	4	4	95	97.5	89	3	94.5	3	3		
Female	107	100.7	80	15	91	12	9.7	95	105.2	78	14	102.2	3	3		
Self-described (2021) ^(b)	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Age																
15-24	2	1.4	1	-	1	1	0.4	3	3	3	-	3	-	-		
25-34	63	61.7	53	3	54.9	7	6.8	55	56.6	51	2	54.5	2	2		
35-44	69	65.2	54	11	62.3	4	2.9	71	78.2	57	10	74.3	4	4		
45-54	44	43.1	39	2	40.5	3	2.6	36	37.5	34	2	37.5	-	-		
55-64	25	24.7	22	2	23.7	1	1	25	27.4	22	3	27.4	-	-		
65+	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Classification																
VPS 2	1	1	1	-	1	-	-	-	-	-	-	-	-	-		
VPS 3	37	34.3	27	7	31.9	3	2.4	34	37.2	28	5	36.2	1	1		
VPS 4	51	50.1	44	1	44.7	6	5.4	37	39.5	33	3	38.5	1	1		
VPS 5	65	63.1	53	8	59.5	4	3.6	69	73.7	62	6	72.7	1	1		
VPS 6	46	44.6	41	2	42.3	3	2.3	48	50.3	42	3	47.3	3	3		
STS	3	3	3	-	3	-	-	2	2	2	-	2	-	-		
Total	203	196.1	169	18	182.4	16	13.7	190	202.7	167	17	196.7	6	6		

Notes:

^(a) Senior non-executive staff are listed in this table as well as in Table 23. Executive officers and statutory appointments are not included in this table.

^(b) The number of self-described employees was not required to be reported in 2019/20. This data was captured for the first time in 2020/21.

Table 23 details the annualised total salary for senior employees of IBAC, categorised by classification. The salary amount is reported as the full-time annualised salary.

Table 23: Annualised total salary (TRP) for executives and other senior non-executive staff

Income band (salary)	Executives	Senior Technical Specialists	Principal Scientists	Senior Medical Advisors	Senior Regulatory Analysts	Other (statutory appointments)
< \$160,000	–	–	–	–	–	–
\$160,000–\$179,000	–	–	–	–	–	–
\$180,000–\$199,000	3	1	–	–	–	–
\$200,000–\$219,000	6	1	–	–	–	–
\$220,000–\$239,000	–	–	–	–	–	–
\$240,000–\$259,000	–	–	–	–	–	–
\$260,000–\$279,000	1	–	–	–	–	–
\$280,000–\$299,000	–	–	–	–	–	–
\$300,000–\$319,000	3	–	–	–	–	–
\$320,000–\$339,000	1	–	–	–	–	2
\$340,000–\$359,000	–	–	–	–	–	1
\$360,000–\$379,000	–	–	–	–	–	–
\$380,000–\$399,000	–	–	–	–	–	–
\$400,000–\$419,000	–	–	–	–	–	–
\$420,000–\$439,000	1	–	–	–	–	–
\$440,000–\$459,000	–	–	–	–	–	–
\$460,000–\$479,000	–	–	–	–	–	–
\$480,000–\$499,000	–	–	–	–	–	–
Total	15	2	–	–	–	3

3.3. Workforce inclusion policy

In 2020, IBAC formed a Diversity and Inclusion working group and developed a strategy for ensuring an inclusive working environment where equal opportunity and diversity are valued, and which reflects the communities we serve, consistent with the *Gender Equality Act 2020*. Work is underway to develop a Gender Equality Action Plan. One important action to be included in the plan is the development of an overarching workforce inclusion policy to ensure all staff are aware of their obligations and IBAC's commitment to modelling gender equality.

3.4. Executive officer data

As IBAC is a public body, an Executive Officer (EO) is defined as an executive under Part 3 of the *Public Administration Act 2004* or a person to whom the Victorian Government's Public Entity Executive Remuneration Policy applies. All figures reflect employment levels at the last full pay period in June of the current and corresponding previous reporting year.

The definition of an EO does not include a statutory office holder or an Accountable Officer.

Workforce data

Table 24: Total number of EOs for IBAC, broken down into gender

	All		Women		Men		Self-described	
Class	No.	Var.	No.	Var.	No.	Var.	No.	Var.
EO-1 (SES-3)	1	0	1	0	–	0	n	n
EO-2 (SES-2)	4	(1)	2	(1)	2	0	n	n
EO-3 (SES-1)	8	(3)	4	(2)	4	(1)	n	n
Total	13	(4)	7	(3)	6	(1)	n	n

Note: Statutory appointments have been excluded from this table.

The number of executives in the report of operations is based on the number of executive positions that are occupied at the end of the financial year. Note 9.8 in the financial statements lists the actual number of EOs and the total remuneration paid to EOs over the course of the reporting period.

The financial statements note does not include the Accountable Officer, nor does it distinguish between executive levels or disclose separations. Separations are executives who have left IBAC during the relevant reporting period. To assist readers, these two disclosures are reconciled in Table 25.

Table 25: Reconciliation of executive numbers

	2020/21
Executive Officers (financial statement Note 8.4)	16
Accountable Officer	1
Less Separations	4
Total executive numbers at 30 June	13

Other disclosures

4.1. Local Jobs First

IBAC did not commence or complete any projects in 2020/21 in which a Victorian Industry Participation Policy Plan, Local Industry Development Plan or Major Project Skills Guarantee were required.

4.2. Expenditures

4.2.1. Government advertising expenditure

IBAC did not run any advertising campaigns with a total media spend of \$100,000 or greater (excluding GST) during 2020/21.

4.2.2. Consultancy expenditure

Consultancies (\$>10,000)

IBAC contracted five consultancies at a total expenditure of \$605,502 (excluding GST). Details of individual consultancies can be viewed at www.ibac.vic.gov.au.

Consultancies (\$<10,000)

IBAC contracted one other consultancy at a total expenditure of \$2,250 (excluding GST).

Other disclosures

4.2.3. ICT expenditure

Table 26: ICT expenditure

	\$m
Business as usual (BAU) ICT expenditure	5.26
Total non-BAU ICT expenditure	2.34
Operation non-BAU expenditure	1.14
Capital non-BAU expenditure	1.20

In 2020/21, IBAC's total ICT expenditure was \$7.6 million, an increase of 3.7 per cent compared to 2019/20. This is mainly due to expenditure required to implement a virtual hearing room solution used for both private and public hearings. ICT expenditure refers to IBAC's costs in providing business-enabling ICT services. It comprises business as usual (BAU) ICT expenditure and non-business as usual (non-BAU) ICT expenditure.

Non-BAU ICT expenditure relates to extending or enhancing IBAC's ICT capabilities. BAU ICT expenditure is all other ICT expenditure and primarily relates to ongoing activities to operate and maintain ICT capability.

4.3. Disclosure of major contracts

IBAC did not award any major contracts greater than \$10 million during 2020/21.

4.4. Freedom of information (FOI)

Under the *Freedom of Information Act 1982* (FOI Act), the public has a right of access to some categories of documents held by IBAC. In 2020/21, IBAC received 14 applications for disclosure of information under the FOI Act. Of these applications, only seven were assessed as valid requests. The valid requests consisted of three requests for information by members of the public to whom the information related. The remaining four were requests by other agencies for policy or reporting purposes, or in relation to other individuals.

Access to a large portion of our documents and other information may be limited by an exemption under the IBAC Act. Similarly, information regarding complaints or investigations is often protected by exemption and cannot be accessed under FOI legislation. It should be noted that the invalid requests were assessed as such due to a failure to pay the application fee in the absence of a fee waiver, or because data did not exist. In two cases, information was provided to applicants outside of the FOI Act.

Table 27: FOI applications^(a)

	2020/21
Total no. of applications ^(b)	14
Applications granted	3
Applications reviewed	–
Applications appealed	–

Notes:

- ^(a) This table meets the financial reporting directive from the Department of Treasury and Finance. Historical data on FOI applications data is available in previous annual reports and can be viewed at www.ibac.vic.gov.au.
- ^(b) Of the total number of applications, only six were deemed valid FOI requests.

Making an FOI request

Access may be requested in writing to IBAC's FOI Officer. Such requests should:

- be in writing
- identify as clearly as possible which documents are requested
- be accompanied by the appropriate application fee (which can be waived in certain circumstances).

To submit an FOI request, first download and complete the form available from the IBAC website (see www.ibac.vic.gov.au/general/contact-us/freedom-of-information-requests).

Mail your completed form and money order to:

Freedom of Information Officer
Independent Broad-based Anti-corruption Commission
GPO Box 24234, Melbourne VIC 3001

Alternatively, you may email your completed request form and any attachments to FOI@ibac.vic.gov.au. IBAC will then contact you to arrange payment while handling the request.

Charges may also apply after documents have been processed and a decision has been made about an access request (for example, photocopying, search and retrieval charges). Further information regarding freedom of information can be found at www.ovic.vic.gov.au.

4.5. Compliance reporting

4.5.1. *Building Act 1993*

IBAC does not own or control any government buildings and consequently is exempt from notifying its compliance with the building and maintenance provisions of the *Building Act 1993*.

4.5.2. *Competitive neutrality policy*

IBAC is compliant with the National Competition Policy, including the requirements of the Department of Treasury and Finance's Competitive Neutrality Policy.

4.5.3. *Public Interest Disclosures Act 2012*

The PID Act encourages and assists people in making disclosures of improper conduct and detrimental action by public officers and public bodies. The PID Act provides protection to people who make a public interest disclosure in accordance with the Act and establishes a system for the matters disclosed to be investigated and rectified.

IBAC is responsible for assessing most public interest disclosures to determine whether they meet the requirements for a public interest complaint under the PID Act. IBAC also stewards the public interest disclosure scheme in the State of Victoria and, among other things, is responsible for educating the broader public sector on the operation of the scheme, promoting the purposes of the PID Act and reviewing the public interest disclosure procedures established by public sector bodies.

Disclosures of improper conduct or detrimental action by IBAC or any of our employees may be made to:

Victorian Inspectorate
PO Box 617, Collins Street West, Melbourne, VIC 8007
Phone (03) 8614 3225
info@vicinspectorate.vic.gov.au
www.vicinspectorate.vic.gov.au

Information about reporting disclosures of improper conduct or detrimental action to IBAC can be found at www.ibac.vic.gov.au.

Information about assessable disclosures made to the Victorian Inspectorate can be found on its website and in the Victorian Inspectorate annual report.

Table 28 sets out the data that IBAC is required to report on under section 67 of the PID Act.

Other disclosures

Table 28: IBAC PID Act reporting requirements

Reporting requirement	Data for 2020/21
Number and types of assessable disclosures made directly to IBAC	106 made under Pt 2 Div 2 of the PID Act 1 related disclosure under Pt 5 of the PID Act
Number and types of disclosures notified to IBAC under sections 21 and 22	section 21: 607 disclosures (Victoria Police: 71; public sector: 536) section 22: 275 disclosures
Number and types of assessments made by IBAC under section 26 to determine whether a disclosure is a public interest complaint	Public interest complaints: 787 (Victoria Police: 377; public sector: 410) Non-public interest complaints: 4 174 (Victoria Police: 2347; public sector: 1827)
Number and type of public interest complaints that, under the IBAC Act, have been: <ul style="list-style-type: none"> investigated by IBAC referred by IBAC to another investigating entity dismissed by IBAC 	42 investigations (Victoria Police: 4; public sector: 38) 12 preliminary inquiries (Victoria Police: 2; public sector: 10) 665 referrals (Victoria Police: 344; public sector: 321) 67 dismissals (Victoria Police: 26; public sector: 41)
Number and types of disclosures that IBAC has been unable to either investigate or refer to another investigating entity	67 dismissals (Victoria Police: 26; public sector: 41) 1 withdrawal (Victoria Police)
Any recommendations made by IBAC under section 61 during the financial year	–
For each of those recommendations, the action taken by the entity in relation to the recommendation	N/A
Number of applications for an injunction made by IBAC under section 50 during the financial year	–

4.5.4. Carers Recognition Act 2012

IBAC continues to offer a range of work and leave options to help our staff balance the demands of work with personal and carer commitments. In May 2021, IBAC adopted the Victorian Public Sector Commission's Flexible Work Policy and moved completely to a hybrid working model.

4.5.5. Disability Act 2006

IBAC has prepared a 2021–23 Disability Action Plan in consultation with people with disability. This work was part of the Diversity and Inclusion working group's 2020–23 roadmap for creating a more inclusive and diverse workforce.

The action plan has three goals:

- build an accessible and inclusive office by reducing barriers for people with disability
- attract, recruit and retain people with disability
- provide opportunities for people with disability in the community to access and engage with our services.

Additional modifications were made to the office building throughout the year to further improve access, including installing automatic swing doors.

To educate and support employees and hiring managers, the Human Resources team partnered with MindTribes to design and develop a training program to address unconscious bias, scheduled for delivery in August 2021.

IBAC's Human Resources team partnered with hiring managers to review the recruitment and selection process to make sure it was fair and did not present barriers to people with disability.

4.5.6. Compliance with other legislation

Independent Broad-based Anti-corruption Commission Act 2011, s165

Section 165(1)(b) of the IBAC Act requires IBAC to include in this report any recommendations for changes to any Act or law in force in Victoria or for specified administrative actions to be taken which IBAC considers necessary as a result of the performance of its duties and functions.

IBAC periodically makes recommendations for specified administrative actions in our investigations and special reports. Copies of our investigations and special reports can be found in the publications and resources section of the IBAC website.

During 2020/21, the following recommendations for legislative reform were made by IBAC in reports stemming from our investigations:

- that the Victorian Government amend section 22 of the *Corrections Act 1986* to introduce a statutory obligation on corrections officers to report to the prison governor or IBAC if they have a reasonable belief that another officer has engaged in corrupt conduct, and that an appropriate penalty for failing to comply with section 22 be imposed;
- that the Victorian Government introduce a statutory obligation of disclosure, in similar terms to section 15A of the *Director of Public Prosecutions Act 1989* (NSW), to reinforce the common law duty of disclosure.

In addition to the recommendations that IBAC makes to other agencies and the public sector generally due its investigations and reviews, IBAC continues to engage with government to explore legislative reform to better enable us to perform our duties and functions, including:

- better aligning our investigative powers with those provided to Victoria Police, including an ability to search a person during the execution of a search warrant; to compel a person to provide passwords to electronic devices; to compel a person to provide their name and address; to execute arrest warrants without reliance on Victoria Police, and numerous other measures
- changes to the IBAC Act in relation to the way in which claims of privilege should be dealt with to make sure that IBAC investigations are not unnecessarily delayed or frustrated by lengthy litigation
- the creation of new offences under the IBAC Act, such as destruction of evidence, undermining an IBAC investigation, procuring false testimony or intimidating a witness
- amending the *Public Interest Disclosures Act 2012* to make it more complainant-centric, including the removal of the current limitation that a complainant may only withdraw a public interest disclosure within 28 days of having made the disclosure
- allowing IBAC to conduct examinations for the purposes of prevention and education with consequential amendments to enable this to occur
- allowing IBAC to issue joint reports with other integrity agencies
- reforming the IBAC Act in relation to the conduct of reviews
- allowing IBAC to publicly make recommendations in relation to matters arising out of investigations, where those recommendations are not contained in special reports

Firearms Act 1996, section 172(2)

Under section 172(2) of the *Firearms Act 1996*, IBAC is required to include in this report:

- the number of firearm prohibition orders, the making of which IBAC has reviewed
- the number of review cases for which IBAC has made recommendations and the number of those recommendations that the Chief Commissioner of Victoria Police has accepted.

IBAC's acquittal of its obligations under s172(2) of the *Firearms Act 1996* can be found in Monitoring Victoria Police compliance with legislation (page 38).

Other disclosures

4.6. Office-based environmental impacts

We minimise electricity and water use through:

- washing IBAC fleet vehicles on an as-needed basis only
- using efficient office equipment, such as printers and photocopiers
- implementing pool printing and power-saving measures on all computers
- using highly energy-efficient lighting with motion detection to automatically switch off in unstaffed areas.

Additionally, IBAC uses 100% recycled paper produced from sustainable sources in all photocopiers. We provide paper recycling bins throughout office areas and recycle all ink cartridges.

Table 29. Organisational boundary for the purpose of environmental reporting

Indicator	2018/19	2019/20	2020/21
FTEs	199.34	213.88	202.7
Office FTEs	199.34	213.88	202.7
Office Net Lettable Areas	5611	6423	6423
No. of offices	1	1	1

4.6.1. Energy use

Table 30. Energy use data

Indicator	2018/19	2019/20	2020/21
E1. Total energy usage segmented by primary source (MJ)			
Electricity (MJ) – excluding Green Power	1,630,357	2,368,404	2,224,334
Natural gas (MJ)	–	–	–
Green Power (MJ)	–	–	–
LPG (MJ)	–	–	–
E2. Total greenhouse gas emissions from energy consumption (tonnes CO_{2-e})	484.57	682.32	640.38
Electricity (tonnes CO _{2-e}) – excluding Green Power	484.57	682.32	640.38
Natural gas (tonnes CO _{2-e})	–	–	–
E3. Percentage of electricity purchased as Green Power (%)	–	–	–
E4. Units of office energy used per FTE (MJ/FTE)	8178	11,073	10,974
E5. Units of office energy used per office area (MJ/m²)	–	368	346

4.6.2. Waste and recycling

Table 31. Waste and recycling data

Indicator	2018/19	2019/20	2020/21
Ws1. Total units of waste disposed of by destination (kg/yr)	–	–	–
Landfill (kg)	–	–	–
Comingled recycling (kg)	–	–	–
Paper and card (kg)	4680	3753	75
Secure documents (kg)	–	–	–
Organics (kg)	–	–	–
Ws2. Total units of waste disposed of per FTE by destination (kg/FTE)	–	–	–
Landfill (kg)	–	–	–
Comingled recycling (kg)	–	–	–
Paper and card (kg/FTE)	26	18	0.4
Secure documents (kg)	–	–	–
Organics (kg)	–	–	–
Ws3. Recycling rate (%)	–	–	–
Ws4. Greenhouse gas emissions associated with waste (tonnes CO_{2-e})	–	–	–

Note: Paper and card waste data is low for 2020/21 as the majority of IBAC staff have been working from home.

4.6.3. Paper use

Table 32. Paper use data

Indicator	2018/19	2019/20	2020/21
P1. Total units of A4 equivalent copy paper used (reams)	1545	913	275
P2. Units of A4 equivalent copy paper used per FTE (reams/FTE)	8.5	4.2	1.36
P3. 75–100% recycled content (%)	94	99.3	100
P3. 50–74% recycled content (%)	–	–	–
P3. 0–49% recycled content (%)	6	0.7	–

4.6.4. Water consumption

Table 33. Water consumption data

Indicator	2018/19	2019/20	2020/21
W1. Total water consumption (kilolitres)	2712	2472	1349
W2. Units of office water used per FTE (kilolitres/FTE)	15.1	11.5	6.66
W3. Units of office water used per office area (kilolitres/m²)	1.4	0.4	0.21

Other disclosures

4.6.5. Travel and transport

Table 34. Travel and transport data

Indicator	2018/19	2019/20	2020/21
T1. Total energy consumption by fleet vehicles (MJ)	–	1,829,984	980,971
Diesel	972,234	658,642	399,814
LPG	–	–	–
Unleaded	1,529,547	1,171,342	569,700
Hybrid	–	–	11,457
T2. Total distance travelled by fleet vehicles (km)	–	563,569	285,809
Diesel	–	214,079	125,710
LPG	–	–	–
Unleaded	–	349,490	154,461
Hybrid	–	–	5638
T3. Greenhouse gas emissions from fleet vehicles (tonnes CO_{2-e})	–	–	73
Diesel	–	–	32
LPG	–	–	–
Unleaded	–	–	40
Hybrid	–	–	1
T3. Greenhouse gas emissions from fleet vehicles per 1000 km (tonnes CO_{2-e})	–	0.2	0.07
Diesel	–	–	0.03
LPG	–	–	–
Unleaded	–	–	0.0473
Hybrid	–	–	–
T4. Total distance travelled by air (km)	355,115	82,252	7,345
T5. Percentage using sustainable transport to get to and from work by locality	–	84%	–
CBD (%)	–	–	–
Metro (%)	–	–	–
Regional (%)	–	–	–

4.6.6. Greenhouse gas emissions

Table 35: Greenhouse gas emissions data

Indicator	2018/19	2019/20	2020/21
G1. Total greenhouse gas emissions associated with energy use (tonnes CO_{2-e}) Note: This includes office-based data only	–	682.32	640.38
G2. Total greenhouse gas emissions associated with vehicle fleet (tonnes CO_{2-e})	–	125	73
G3. Total greenhouse gas emissions associated with air travel (tonnes CO_{2-e})	62.6	22.69	1.69
G4. Total greenhouse gas emissions associated with waste disposal (tonnes CO_{2-e}) Note: This includes office-based data only	–	–	–
G5. Greenhouse gas emissions offsets purchased (tonnes CO_{2-e})	–	–	–

Note: The energy data was collected through the energy retailer billing information for the IBAC tenancy.

4.7. Additional information available on request

Subject to the provisions of the FOI Act, information that shall be retained by the Accountable Officer shall include:

- a statement that declarations of pecuniary interests have been duly completed by all relevant officers
- details of shares held by a senior officer as nominee or held beneficially in a statutory authority or subsidiary
- details of publications produced by the entity about itself, and how these can be obtained
- details of changes in prices, fees, charges, rates and levies charged by the entity
- details of any major external reviews carried out on the entity
- details of major research and development activities undertaken by the entity
- details of overseas visits undertaken including a summary of the objectives and outcomes of each visit
- details of major promotional, public relations and marketing activities undertaken by the entity to develop community awareness of the entity and its services
- details of assessments and measures undertaken to improve the occupational health and safety of employees
- a general statement on industrial relations within the entity and details of time lost through industrial accidents and disputes
- a list of major committees sponsored by the entity, the purposes of each committee and the extent to which the purposes have been achieved
- details of all consultancies and contractors including:
 - consultants/contractors engaged
 - services provided
 - expenditure committed to for each engagement.

The information is available on request from:

Executive Director Corporate Services
Independent Broad-based Anti-corruption Commission
GPO Box 24234, Melbourne VIC 3001

4.8. Financial management compliance attestation statement

I, Robert Redlich AM, QC, certify that Independent Broad-based Anti-corruption Commission has no Material Compliance Deficiency with respect to the applicable Standing Directions under the *Financial Management Act 1994* and Instructions.



The Honourable Robert Redlich AM, QC
Commissioner
Independent Broad-based Anti-corruption Commission
2 September 2021

4.9. Asset Management Accountability Framework (AMAF) maturity assessment

IBAC has relatively few assets. Excluding the building leased asset, leasehold improvements and leased motor vehicles, remaining assets have a net book value of \$2.375 million. The majority of this value relates to three large IT systems, with the remaining assets all being relatively inexpensive.

Considering the small asset base, IBAC has adequate asset management practices in place. Some improvements were identified as part of the maturity assessment, but these were minor and will be addressed in 2021/22. The main future improvement identified relates to the asset strategy that requires an update once we have completed our cloud strategy, as this will be a major input.

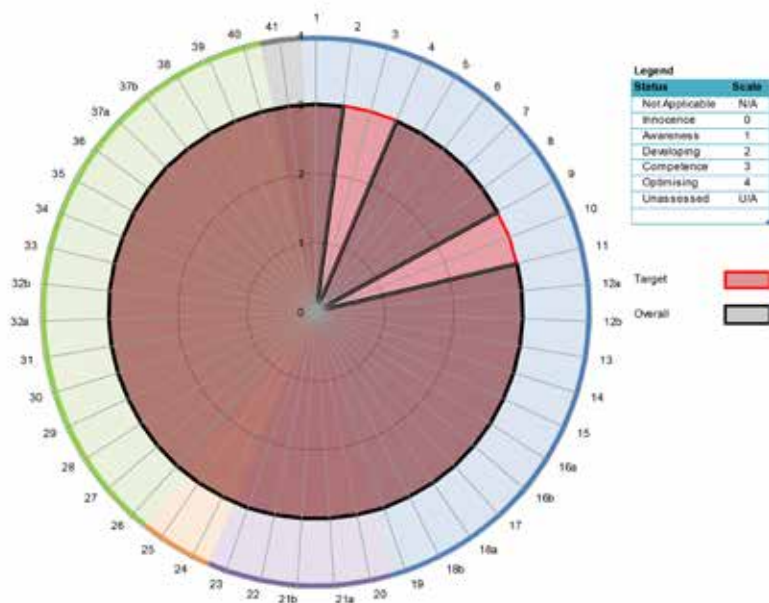
Figure 8: Compliance and maturity rating tool

AMAF Compliance



• Comply • Non-comply • Not Applicable • Unassessed

Asset management maturity



Financial report

Commissioner's, Accountable Officer's and Chief Financial Officer's declaration

The attached financial statements for the Independent Broad-based Anti-corruption Commission (IBAC) have been prepared in accordance with Direction 5.2 of the Standing Directions of the Assistant Treasurer under the *Financial Management Act 1994*, applicable Financial Reporting Directions, Australian Accounting Standards including Interpretations, and other mandatory professional reporting requirements.

We further state that in our opinion, the information set out in the comprehensive operating statement, balance sheet, statement of changes in equity, cash flow statement and accompanying notes, presents fairly the financial transactions during the year ended 30 June 2021 and financial position of IBAC at 30 June 2021.

At the time of signing, we are not aware of any circumstance which would render any particulars included in the financial report to be misleading or inaccurate.

We authorise the attached financial statements for issue on 2 September 2021.



The Hon Robert Redlich AM, QC
Commissioner
IBAC

Melbourne
2 September 2021



Marlo Baragwanath
Chief Executive Officer
IBAC

Melbourne
2 September 2021



Glenn Ockerby
Executive Director Corporate Services
IBAC

Melbourne
2 September 2021

Independent Auditor's Report

To the Commissioner of the Independent Broad-based Anti-corruption Commission

Opinion I have audited the financial report of the Independent Broad-based Anti-corruption Commission (the Commission) which comprises the:

- balance sheet as at 30 June 2021
- comprehensive operating statement for the year then ended
- statement of changes in equity for the year then ended
- cash flow statement for the year then ended
- notes to the financial statements, including significant accounting policies
- Commissioner's, Accountable Officer's and Chief Financial Officer's declaration.

In my opinion the financial report presents fairly, in all material respects, the financial position of the Commission as at 30 June 2021 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of the *Financial Management Act 1994* and applicable Australian Accounting Standards.

Basis for opinion I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

My independence is established by the *Constitution Act 1975*. My staff and I are independent of the Commission in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Commissioner's responsibilities for the financial report The Commissioner is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the *Financial Management Act 1994*, and for such internal control as the Commissioner determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Commissioner is responsible for assessing the Commission's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Commission's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Commissioner
- conclude on the appropriateness of the Commissioner's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Commission's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Commission to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Commissioner regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
8 September 2021



Andrew Greaves
Auditor-General

Financials

Table 36: Comprehensive operating statement for the financial year ended 30 June 2021

	Note	2021 (\$'000)	2020 (\$'000)
Income from transactions			
Output appropriation	2.1	42,302	–
General purpose grants	2.2	–	46,528
Total income from transactions		42,302	46,528
Expenses from transactions			
Employee expenses	3.1	30,632	30,453
Depreciation and amortisation	4.1.1	4,477	5,964
Interest expense	6.1.3, 7.1.1	463	539
Capital asset charge	3.3	302	–
Other operating expenses	3.2	10,335	9,572
Total expenses from transactions		46,209	46,528
Net result from transactions (net operating balance)		(3,907)	–
Other economic flows included in net result			
Other gains/(losses) from other economic flows	8.3	493	(22)
Total other economic flows included in net result		493	(22)
Net result		(3,414)	(22)
Comprehensive result		(3,414)	(22)

The accompanying notes form part of these financial statements.

Table 37: Balance sheet as at 30 June 2021

	Note	2021 (\$'000)	2020 (\$'000)
Assets			
Financial assets			
Cash and cash equivalents	6.2	95	49
Receivables	5.1	20,217	23,501
Total financial assets		20,312	23,550
Non-financial assets			
Non-financial physical assets held for sale	8.8	–	78
Property, plant and equipment	4.1	16,153	18,881
Intangible assets	4.2	1,065	1,199
Other non-financial assets	5.3	1,622	1,055
Total non-financial assets		18,840	21,213
Total assets		39,152	44,763
Liabilities			
Payables	5.3	2,074	2,244
Borrowings	6.1	13,376	15,760
Employee related provisions	3.1.2	6,801	6,444
Other provisions	5.4	121	121
Total liabilities		22,372	24,569
Net assets		16,780	20,194
Equity			
Accumulated surplus		11,333	14,747
Contributed capital		5,447	5,447
Net worth		16,780	20,194

The accompanying notes form part of these financial statements.

Financials

Table 38: Cash flow statement for the financial year ended 30 June 2021

	Note	2021 (\$'000)	2020 (\$'000)
Cash flows from operating activities			
Receipts and payments			
Receipts from government		45,530	43,165
Payments to suppliers and employees		(41,809)	(39,011)
Interest paid		(463)	(539)
Net cash flows from/(used in) operating activities	6.2.1	3,258	3,615
Cash flows from investing activities			
Purchases of non-financial assets		(1,095)	(1,508)
Proceeds from disposal of leased assets		469	239
Net cash flows from/(used in) investing activities		(626)	(1,269)
Cash flows from financing activities			
Repayment of principal portion of lease liabilities		(2,586)	(2,389)
Net cash flows from/(used in) financing activities		(2,586)	(2,389)
Net increase/(decrease) in cash and cash equivalents		46	(43)
Cash and cash equivalents at beginning of financial year		49	92
Cash and cash equivalents at end of financial year	6.2	95	49

The accompanying notes form part of these financial statements.

Table 39: Statement of changes in equity for the financial year ended 30 June 2021

	Accumulated surplus (\$'000)	Contributed capital (\$'000)	Total (\$'000)
Balance at 30 June 2019	14,769	5,479	20,248
Net result for the year	(22)		
Net assets disposed	–	(33)	(33)
Balance at 30 June 2020	14,747	5,447	20,194
Net result for the year	(3,414)		(3,414)
Balance at 30 June 2021	11,333	5,447	16,780

The accompanying notes form part of these financial statements.

1. About this report

This annual financial report represents the audited general-purpose financial report for the Independent Broad-based Anti-corruption Commission (IBAC) for the year ended 30 June 2021. The purpose of this report is to provide users with information about IBAC's stewardship of resources entrusted to it.

The financial report covers the controlled operations of IBAC as a reporting entity.

IBAC is constituted by the *Independent Broad-based Anti-corruption Commission Act 2011* (IBAC Act). Our principal address is Level 1, North Tower, 459 Collins Street, Melbourne Vic 3000.

A description of the nature of IBAC's operations and its principal activities is included in the report of operations, which does not form part of this financial report.

1.1 Basis of preparation

This financial report:

- is presented in Australian dollars
- is rounded to the nearest \$1000, unless otherwise stated
- is prepared in accordance with the historical cost convention unless a different measurement basis is specifically disclosed in the note associated with the item measured on a different basis
- applies an accrual basis of accounting whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Consistent with the requirements of Accounting Standards Board (AASB) 1004 Contributions:

- contributions by owners (that is, contributed capital and its repayment) are treated as equity transactions and therefore, do not form part of the income and expenses of IBAC
- additions to net assets which have been designated as contributions by owners are recognised as contributed capital
- other transfers that are in the nature of contributions or distributions have also been designated as contributions by owners.

Judgements, estimates and assumptions are made about financial information being presented:

- where amounts are affected by significant judgements, these are disclosed in the notes
- estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates
- revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision
- judgements and assumptions made by management in the application of Australian Accounting Standards (AASs) that have significant effects on the financial report and estimates, are disclosed in the notes under the heading 'Significant judgement or estimates'.

The COVID-19 pandemic and the state's emergency response has not materially affected the financial statements.

In response to the COVID-19 pandemic, IBAC implemented working from home arrangements in March 2020. In 2020/21 IBAC provided \$279,990 in allowances to staff related to working from home arrangements. This provided a contribution to staff to set up a home office and a contribution to the cost of running this. This was in line with state government practices. As part of our ongoing support to staff during working from home arrangements, extended school holidays and remote learning arrangements, we also provided 20 days of special leave for staff to use. At 30 June 2021, 2593 hours of special leave had been used at a total cost of \$141,281.

1.2 Compliance information

This general-purpose financial report has been prepared in accordance with the *Financial Management Act 1994* and applicable AASs which include Interpretations, issued by the AASB. In particular, it is presented in a manner consistent with the requirements of the AASB 1049 Whole of Government and General Government Sector Financial Reporting.

Where appropriate, those AASs paragraphs applicable to not-for-profit entities have been applied. Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

2. Funding delivery for our services

The primary purpose of IBAC is to strengthen the integrity of the Victorian public sector, and to enhance community confidence in public sector accountability. *The Integrity and Accountability Legislation Amendment (Public Interest Disclosures, Oversight and Independence) Act 2019* (Amending Act) passed both houses of Parliament and was assented on 5 March 2019. Part 5 of the Amending Act, which commenced on 1 July 2020, made changes to the operation of IBAC and as a result from 1 July 2020, IBAC receives its annual appropriation directly from Parliament for the provision of outputs. These provisions are received directly by IBAC. In 2019/20 IBAC received this funding through the Department of Premier and Cabinet (DPC).

2.1 Appropriation

Table 40: Appropriation

	2021 (\$'000)	2020 (\$'000)
Output appropriation	42,302	–
Total income from transactions	42,302	–

2.2 General purpose grants

Table 41: General purpose grants

	2021 (\$'000)	2020 (\$'000)
General purpose grants	–	46,528
Total income from transactions	–	46,528

Once annual Parliamentary appropriations are applied by the Treasurer, they become controlled by IBAC and are recognised as income when applied for the purposes defined under the *Appropriations Act 2016*.

Output appropriations: Income from the outputs IBAC provides to Parliament is recognised when the outputs have been delivered, and the Assistant Treasurer and the Treasurer have certified delivery of the outputs in accordance with specified performance criteria as outlined in the Department of Treasury and Finance budget papers.

Previous accounting policy for 30 June 2020

Income from grants is recognised to the extent that it is probable that the economic benefits will flow to the entity and that it can be reliably measured.

In 2019/20, included in the income from grants of \$46,528,000 is an annotated income of \$567,000. During 2019/20, IBAC organised the Australian Public Sector Anti-Corruption Conference where conference fees amounting to \$567,000 were collected.

2.3 Summary of compliance with annual Parliamentary and special appropriations

Table 42: Summary of compliance with annual Parliamentary and special appropriations

Appropriations Act					
	Annual appropriation (\$'000)	Advance from Treasurer (\$'000)	Total Parliamentary Authority (\$'000)	Appropriations applied (\$'000)	Variance (\$'000)
2021					
Controlled					
Provision of outputs	42,195	107	42,302	42,302	-
Total	42,195	107	42,302	42,302	-
2020					
Controlled					
Provision of outputs	-	-	-	-	-
Total	-	-	-	-	-

3. The cost of delivering services

This section provides an account of the expenses incurred by IBAC in delivering services and outputs. In Note 2, the funds that enable the provision of services were disclosed and in this note the costs associated with provision of services are recorded.

3.1 Expenses incurred in the delivery of services

3.1.1 Employee benefits in the comprehensive operating statement

Table 43: Employee benefits in the comprehensive operating statement

	2021 (\$'000)	2020 (\$'000)
Salaries, wages and long service leave (LSL)	27,757	27,899
Defined contribution superannuation expense	2,317	2,284
Termination benefits	548	251
Defined benefit superannuation expense	10	19
Total employee expenses	30,632	30,453

Employee expenses include all costs related to employment including wages and salaries, superannuation, fringe benefits and payroll tax, leave entitlements, termination payments and WorkCover premiums.

Termination benefits are payable when employment is terminated before the normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when IBAC is either demonstrably committed to terminating the employment of current employees according to a detailed formal plan which has no possibility of withdrawal, or providing termination benefits because of an offer made to encourage voluntary redundancy.

3.1.2 Employee benefits in the balance sheet

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave (LSL) for services rendered to the reporting date and recorded as an expense during the period the services are delivered. Assumptions for employee benefit provisions are made based on likely tenure of existing staff, patterns of leave claims, future salary movements and future discount rates.

Table 44: Employee benefits in the balance sheet

	2021 (\$'000)	2020 (\$'000)
Current provisions		
Current employee benefits – annual leave		
Unconditional and expected to settle within 12 months	1,604	1,534
Unconditional and expected to settle after 12 months	539	336
Current employee benefits – long service leave		
Unconditional and expected to settle within 12 months	531	501
Unconditional and expected to settle after 12 months	2,638	2,646
Total current employee benefits	5,312	5,017
Current provisions for on-costs		
Unconditional and expected to settle within 12 months	339	291
Unconditional and expected to settle after 12 months	506	342
Total current on-costs	845	633
Total current provisions	6,157	5,650
Non-current provisions		
Employee benefits	556	716
On-costs	88	78
Total non-current provisions	644	794
Total provisions	6,801	6,444

Table 45: Reconciliation of movement in on-cost provision

	2021 (\$'000)	2020 (\$'000)
Opening balance	711	600
Additional provisions recognised	600	407
Increase/(reduction) resulting from re-measurement	(47)	7
Reductions arising from payments/other sacrifices of future economic benefits	(331)	(303)
Closing balance	933	711
Current	845	633
Non-current	88	78
Total	933	711

Wages and salaries, annual leave and sick leave

Liabilities for wages and salaries (including non-monetary benefits, and annual leave and on-costs) are recognised as part of employee benefit provision as current liabilities and measured at undiscounted rates, because IBAC does not have an unconditional right to defer settlements of these liabilities.

No provision has been made for sick leave as all sick leave is non-vesting and it is not considered probable that the average sick leave taken in the future will be greater than the benefits accrued in the future. As sick leave is non-vesting, an expense is recognised in the comprehensive statement as it is taken.

Employment on-costs such as payroll tax, workers' compensation and superannuation are not employee benefits. They are disclosed separately as a component of the provision for employee benefits when the employment to which they relate has occurred.

Long service leave

Unconditional LSL is disclosed as a current liability, even where IBAC does not expect to settle the liability within 12 months because it will not have the unconditional right to defer the settlement of the entitlement should an employee take leave within 12 months.

The components of this current LSL liability are measured at:

- undiscounted value – if IBAC expects to wholly settle within 12 months
- present value – if IBAC does not expect to wholly settle within 12 months.

Conditional LSL is disclosed as a non-current liability. There is an unconditional right to defer the settlement of the entitlement until the employee has completed the requisite years of service. This non-current LSL liability is measured at present value.

Any gain or loss following revaluation of the present value of non-current LSL liability is recognised as a transaction, except to the extent that a gain or loss arises due to changes in bond interest rates for which it is then recognised as an other economic flow in the net result.

3.1.3 Superannuation contributions

IBAC contributes to both defined benefit and defined contribution plans for its employees. The defined benefit plan provides benefits based on years of service and final average salary while the defined contribution plan is contributed by IBAC based on a fixed percentage of the employees' salaries.

Superannuation contributions paid or payable for the reporting period are included as part of employee benefits in IBAC's comprehensive operating statement.

The name, details and amounts expensed in relation to the major employee superannuation funds and contributions made by IBAC are as follows:

Table 46: Superannuation contributions

	Paid contribution for the year		Contributions outstanding as at year end	
	2021 (\$'000)	2020 (\$'000)	2021 (\$'000)	2020 (\$'000)
Fund				
Defined benefit plan				
State Superannuation Fund – revised and new	9	19	1	–
Defined contribution plans				
VicSuper	1,251	1,271	48	35
Other	976	947	42	31
Total	2,236	2,237	91	66

The amount recognised in the comprehensive operating statement in relation to superannuation is employer contributions for members of both defined benefit and defined contribution superannuation plans that are paid or payable during the reporting period. IBAC does not recognise any defined benefit liabilities because it has no legal or constructive obligation to pay future benefits relating to its employees. Instead, the Department of Treasury and Finance (DTF) discloses in its annual financial report the net defined benefit cost related to the members of these plans as an administered liability (on behalf of the State as the sponsoring employer).

3.2 Other operating expenses

Table 47: Other operating expenses

	2021 (\$'000)	2020 (\$'000)
Contractors and professional services	3,624	2,426
Technology service costs	2,820	2,358
Accommodation and property expense	1,648	1,850
Other	842	1,026
Training	507	490
Communications and office expenses	422	459
Travel and transport	258	362
Marketing and promotion	176	563
Auditors' remuneration	38	38
Total other operating expenses	10,335	9,572

Other operating expenses, which generally represent the day-to-day running costs incurred in normal operations, are recognised as an expense in the reporting period in which they are incurred.

IBAC uses the financial systems and services provided by DTF. The cost of these services has been recognised in IBAC's financial report.

3.3 Capital asset charge

Table 48: Capital asset charge

	2021 (\$'000)	2020 (\$'000)
Capital asset charge	302	–

A capital asset charge is a charge levied on the written-down value of controlled non-current physical assets in IBAC's balance sheet. It aims to attribute to IBAC outputs, a cost of capital used in service delivery. Imposing this charge provides incentives for IBAC to identify and dispose of underutilised or surplus non-current physical assets.

3.4 Departmental outputs

IBAC is responsible for preventing and exposing public sector corruption and police misconduct. IBAC has only one organisational output which is public sector integrity.

As a result, no disaggregated financial information by output table has been provided as this would mirror the comprehensive operating statement.

4. Key assets available to support output delivery

IBAC controls assets that are used to fulfil our objectives and conduct its activities. They represent the key resources that have been entrusted to IBAC to be used for the delivery of those outputs.

4.1 Total key assets

All key assets are classified by purpose group as 'public safety and environment'.

Table 49: Total key assets

	Gross carrying amount		Accumulated depreciation		Net carrying amount	
	2021 (\$'000)	2020 (\$'000)	2021 (\$'000)	2020 (\$'000)	2021 (\$'000)	2020 (\$'000)
Buildings – leased assets	16,682	16,671	5,338	2,666	11,345	14,005
Leasehold improvements	11,756	11,633	10,430	10,131	1,325	1,502
Assets under construction at cost	697	57	–	–	697	57
Computer and communication equipment at fair value	5,176	4,822	3,893	3,226	1,284	1,596
Plant and equipment at fair value	2,969	3,025	2,591	2,404	378	621
Motor vehicles at fair value	1,667	1,637	543	537	1,124	1,100
Total	38,948	37,845	22,795	18,964	16,153	18,881

4.1.1 Total right-of-use assets: buildings and vehicles

Table 50: Total right-of-use assets: buildings and vehicles

	Gross carrying amount		Accumulated depreciation		Net carrying amount	
	2021 (\$'000)	2020 (\$'000)	2021 (\$'000)	2020 (\$'000)	2021 (\$'000)	2020 (\$'000)
Buildings at fair value	16,682	16,671	5,338	2,666	11,345	14,005
Motor vehicles at fair value	1,621	1,557	497	457	1,124	1,100
Total	18,303	18,228	5,835	3,123	12,469	15,105

	Buildings at fair value (\$'000)	Motor vehicles at fair value (\$'000)
Opening balance – 1 July 2020	14,005	1,100
Additions	–	510
Disposals	–	(242)
Adjustment/reclassification	11	–
Depreciation	(2,671)	(244)
Transfers to asset held for sale	–	–
Closing balance – 30 June 2021	11,345	1,124
Opening balance – 1 July 2019^(a)	4,784	1,350
Additions	11,887	328
Disposals	–	(205)
Depreciation	(2,666)	(295)
Transfers to asset held for sale	–	(78)
Closing balance – 30 June 2020	14,005	1,100

Notes:

^(a) This balance represents the initial recognition of right-of-use assets recorded on the balance sheet on 1 July 2019 along with the transfer from finance lease assets (recognised under AASB 117 at 30 June 2019) to right-of-use assets (recognised under AASB 16 at 1 July 2019).

Initial recognition

Items of property, plant and equipment are measured initially at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Where an asset is acquired for no or nominal cost, the cost is its fair value at the date of acquisition.

The cost of constructed non-financial physical assets includes the cost of all materials used in construction, direct labour on the project, and an appropriate proportion of variable and fixed overheads.

Right-of-use asset acquired by lessees

IBAC recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentive received, plus
- any initial direct costs incurred.

Subsequent measurement

Property, plant and equipment as well as right-of-use assets under leases are subsequently measured at fair value less accumulated depreciation and impairment. Fair value is determined with regard to the asset's highest and best use (considering legal or physical restrictions imposed on the asset, public announcements or commitments made in relation to the intended use of the asset) and is summarised in the following paragraphs by asset category. Additional information is disclosed in Note 7.3 in connection with how those fair values were determined.

Right-of-use asset

IBAC depreciates the right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The right-of-use assets are also subject to revaluation.

In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

Leasehold improvements

Leasehold improvements are valued using the depreciated replacement cost method, which is a reasonable approximation of fair value as the asset is depreciated over the term of the lease, reflecting the consumption of economic resources over the period of the agreement.

Computer, communication equipment, and plant and equipment

Computer, communication equipment, and plant and equipment are held at fair value. As these assets are specialised in use, so that the items are rarely sold other than as part of a going concern, fair value is determined using the depreciated replacement cost method.

Motor vehicles

Motor vehicles are valued using the depreciated replacement cost method. IBAC acquires new vehicles and at times disposes of them before the end of their economic life. The process of acquisition, use and disposal in the market is managed by experienced fleet managers who set the relevant depreciation rates to reflect vehicle use.

Impairment

Non-financial physical assets, including items of property, plant and equipment, are tested for impairment whenever there is an indication that the asset may be impaired.

The assets concerned are tested as to whether their carrying value exceeds their recoverable amount. Where an asset's carrying value exceeds its recoverable amount, the difference is written off as an 'other economic flow', except to the extent that the write-down can be debited to an asset revaluation surplus amount applicable to that class of asset.

The recoverable amount of primarily non-cash-generating assets of not-for-profit entities, which are typically specialised in nature and held for the continued use of their service capacity, is expected to be materially the same as fair value determined under AASB 13 Fair Value Measurement, with the consequence that AASB 136 does not apply to such assets that are regularly revalued.

4.1.2 Depreciation and impairment

Table 51: Depreciation and amortisation for the period

	2021 (\$'000)	2020 (\$'000)
Buildings – leased assets	2,671	2,666
Leasehold improvements	300	1,868
Computer and communication equipment	716	562
Plant and equipment	236	314
Motor vehicles	244	314
Intangible assets	310	241
Total depreciation and amortisation	4,477	5,964

All property, plant and equipment, and other non-financial physical assets that have finite useful lives are depreciated.

Depreciation is generally calculated on a straight-line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. The following are typical estimated useful lives for the different asset classes for current and prior years.

Table 52: Useful life of assets

Asset	Useful life
Buildings – leased assets	3–6 years
Leasehold improvements	3–6 years
Computer and communication equipment	3–5 years
Plant and equipment	3–10 years
Motor vehicles (including leased assets)	2–5 years
Intangible assets	3–6 years

The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, and adjustments made where appropriate.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term. Where IBAC obtains ownership of the underlying leased asset or if the cost of the right-of-use asset reflects that IBAC will exercise a purchase option, IBAC depreciates the right-of-use asset over its useful life.

Leasehold improvements are depreciated over the shorter of the lease term and their useful lives.

4.1.3 Reconciliation of movements in carrying values of key assets

Table 53: Reconciliation of movements in carrying values of key assets

	Buildings – leased assets		Leasehold improvements		Assets under construction at cost		Computer and communication equipment at fair value		Plant and equipment at fair value		Motor vehicles at fair value		Total	
	2021 (\$'000)	2020 (\$'000)	2021 (\$'000)	2020 (\$'000)	2021 (\$'000)	2020 (\$'000)	2021 (\$'000)	2020 (\$'000)	2021 (\$'000)	2020 (\$'000)	2021 (\$'000)	2020 (\$'000)	2021 (\$'000)	2020 (\$'000)
Opening balance	14,005	–	1,502	3,149	56	432	1,596	1,618	621	734	1,100	1,369	18,881	7,302
Recognition of right-of-use asset	–	4,784	–	–	–	–	–	–	–	–	–	–	–	4,784
Additions ^(a)	–	11,887	36	221	756	392	370	540	–	234	510	328	1,672	13,602
Disposals	–	–	–	–	–	–	–	–	–	(33)	(242)	(205)	(241)	(238)
Adjustment/reclassification	11	–	–	–	–	–	6	–	(6)	–	–	–	11	–
Transfer in/out of assets under construction	–	–	87	–	(115)	(767)	28	–	–	–	–	–	–	(767)
Depreciation	(2,671)	(2,666)	(300)	(1,868)	–	–	(716)	(562)	(236)	(314)	(244)	(314)	(4,167)	(5,724)
Transfers to asset held for sale	–	–	–	–	–	–	–	–	–	–	–	(78)	–	(78)
Closing balance	11,345	14,005	1,325	1,502	697	57	1,284	1,596	378	621	1,124	1,100	16,153	18,881

Notes:

^(a) The 'additions' represent the extension of the lease of IBAC's office premises.

4.2 Intangible assets

Table 54: Intangible assets

	Intangible Assets		Assets under construction at cost		Total	
	2021 (\$'000)	2020 (\$'000)	2021 (\$'000)	2020 (\$'000)	2021 (\$'000)	2020 (\$'000)
Gross carrying amount						
Opening balance	1,505	1,070	25	20	1,530	1,090
Additions	–	–	175	489	175	489
Transfer in/out of assets under construction	170	435	(170)	(483)	–	(49)
Closing balance	1,675	1,505	30	25	1,705	1,530
Accumulated depreciation, amortisation and impairment						
Opening balance	(330)	(89)	–	–	(330)	(89)
Amortisation	(310)	(241)	–	–	(310)	(241)
Closing balance	(640)	(330)	–	–	(640)	(330)
Net book value at end of financial year	1,035	1,174	31	25	1,065	1,199

Initial recognition

Purchased intangible assets are initially recognised at cost. When the recognition criteria in AASB 138 Intangible Assets is met, internally generated intangible assets are recognised at cost. Subsequently, intangible assets with finite useful lives are carried at cost less accumulated amortisation and accumulated impairment losses. Depreciation and amortisation begin when the asset is available for use, that is, when it is in the location and condition necessary for it to be capable of operating in the manner intended by management.

An internally generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following are demonstrated:

- technical feasibility of completing the intangible asset so that it will be available for use or sale
- intention to complete the intangible asset and use or sell it
- ability to use or sell the intangible asset
- intangible asset will generate probable future economic benefits
- availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset
- ability to measure reliably the expenditure attributable to the intangible asset during its development.

Subsequent measurement

Intangible produced assets with finite useful lives, are amortised as an 'expense from transactions' on a straight-line basis over their useful lives. Intangible produced assets have useful lives of between three to seven years.

Intangible non-produced assets with finite lives are amortised as an 'other economic flow' on a straight-line basis over their useful lives. The amortisation period is three to seven years.

Impairment of intangible assets

Intangible assets with indefinite useful lives (and intangible assets not yet available for use) are tested annually for impairment and whenever there is an indication that the asset may be impaired. Intangible assets with finite useful lives are tested for impairment whenever an indication of impairment is identified.

Significant intangible assets

IBAC has capitalised software development expenditure for the development of its Case Management System (CMS). The carrying amount of the CMS is \$1.034 million. Each phase of the CMS has a useful life of approximately five years, with the last phase expected to be capitalised within the next financial year.

5. Other assets and liabilities

This section sets out those assets and liabilities that arose from IBAC's controlled operations.

5.1 Receivables

Table 55: Receivables

	2021 (\$'000)	2020 (\$'000)
Contractual		
Other receivables	4	60
Statutory		
Amount owing from Government	20,213	23,441
Total receivables	20,217	23,501
<i>Represented by</i>		
Current receivables	19,573	22,707
Non-current receivables	644	794

Contractual receivables are classified as financial instruments and categorised as 'financial assets at amortised costs'. They are initially recognised at fair value plus any directly attributable transaction costs. Subsequent to initial measurement they are measured at amortised cost using the effective interest method, less any impairment.

Statutory receivables do not arise from contracts and are recognised and measured similarly to contractual receivables (except for impairment), but are not classified as financial instruments for disclosure purposes. IBAC applies AASB 9 for initial measurement of the statutory receivables and as a result statutory receivables are initially recognised at fair value plus any directly attributable transaction cost. Amounts recognised from the Victorian Government represent funding for all commitments incurred and are drawn from the Consolidated Fund as the commitments fall due.

5.2 Payables

Table 56: Payables

	2021 (\$'000)	2020 (\$'000)
Contractual		
Supplies and services	2,059	2,217
Statutory		
FBT payable	15	27
Total payables	2,074	2,244

All payables are current.

Contractual payables are classified as financial instruments and measured at amortised cost. Accounts payable represent liabilities for goods and services provided to IBAC prior to the end of the financial year that are unpaid.

Statutory payables are recognised and measured similarly to contractual payables, but are not classified as financial instruments and not included in the category of financial liabilities at amortised cost, because they do not arise from contract.

Payables for supplies and services have an average credit period of 30 days.

The terms and conditions of amounts payable to the government and agencies vary according to the particular agreements and as they are not legislative payables, they are not classified as financial instruments.

5.2.1 Maturity analysis of contractual payables

As at 30 June 2021, the carrying and nominal amounts of contractual payables were \$2,361,000, all with maturity dates less than one month. As at 30 June 2020, the carrying and nominal amounts of contractual payables were \$2,217,000, all with maturity dates less than one month.

5.3 Other non-financial assets

Other non-financial assets include rental, hardware and software maintenance, and licences prepayments. Prepayments represent payments in advance of receipt of goods or services or that form part of expenditure made in one accounting period covering a term extending beyond that period.

Table 57: Other non-financial assets

	2021 (\$'000)	2020 (\$'000)
Current other assets		
Prepayments	1,515	739
Total current other assets	1,515	739
Non-current other assets		
Prepayments	107	316
Total non-current other assets	107	316
Total other non-financial assets	1,622	1,055

5.4 Other provisions

Other provisions consist of make good provisions relating to the lease of IBAC's office premises. The make good provision reflects a requirement in terms of the lease of IBAC's premises to restore the property at the end of the lease term. As at 30 June 2021, the make good provisions classified as non-current are \$121,000 (2019/20: \$121,000).

Other provisions are recognised when IBAC has a present obligation, the future sacrifice of economic benefits is probable, and the amount of the provision can be measured reliably. The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation, taking into account the risks and uncertainties surrounding the obligation.

Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows, using discount rates that reflect the time, value of money and risks specific to the provision.

6. How we financed our operations

This section provides information on the sources of finance used by IBAC during its operations, along with interest expenses (the cost of borrowings) and other information related to financing activities of IBAC.

This section includes disclosures of balances that are financial instruments (such as borrowings and cash balances). Notes 7.1 and 7.3 provide additional, specific financial instrument disclosures.

6.1 Borrowings

Table 58: Borrowings

	2021 (\$'000)	2020 (\$'000)
Current borrowings		
Lease liabilities ^(a)	2,872	3,221
Total current borrowings	2,872	3,221
Non-current borrowings		
Lease liabilities ^(a)	10,504	12,539
Total non-current borrowings	10,504	12,539
Total borrowings	13,376	15,760

Notes:

^(a) Secured by assets leased. Finance leases are effectively secured, as the rights to the leased assets revert to the lessor in the event of default.

IBAC's borrowings consist of leases. Borrowings are classified as financial instruments and interest-bearing liabilities are classified at amortised cost.

Financials

6.1.1 Maturity analysis of borrowings

Table 59: Maturity analysis of borrowings

	Carrying amount	Nominal amount	Maturity dates			
			Less than 1 month (\$'000)	1–3 months (\$'000)	3 months – 1 year (\$'000)	1–5 years (\$'000)
2021						
Lease liabilities	13,376	14,456	407	542	2,614	10,893
Total	13,376	14,456	407	542	2,614	10,893
2020						
Lease liabilities	15,760	17,284	438	530	2,641	13,675
Total	15,760	17,284	438	530	2,641	13,675

Leases

Information about leases for which IBAC is a lessee is presented below.

IBAC's leasing activities

IBAC leases its office premises and motor vehicles. The lease contracts are typically made for fixed periods of two to five years with an option to renew the lease after that date. Lease payments for properties are renegotiated every five years to reflect market rates.

6.1.2 Right-of-use assets

Right-of-use assets are presented in note 4.1.

6.1.3 Amounts recognised in the comprehensive operating statement

The following amounts are recognised in the comprehensive operating statement relating to leases:

Table 60: Amounts recognised in the comprehensive operating statement

	2021 (\$'000)	2020 (\$'000)
Interest expense on lease liabilities	463	539
Amount recognised in the comprehensive statement	463	539

6.1.4 Amounts recognised in the Statement of Cash Flows

The following amounts are recognised in the Statement of Cash Flows for the year ending 30 June 2021 relating to leases:

Table 61: Amounts recognised in the Statement of Cash Flows

	2021 (\$'000)	2020 (\$'000)
Total cash outflow for leases	2,586	2,389

For any new contracts entered into, IBAC considers whether a contract is, or contains, a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'. To apply this definition IBAC assesses whether the contract meets three key evaluations:

- whether the contract contains an identified asset, which is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to IBAC and for which the supplier does not have substantive substitution rights
- whether IBAC has the right to obtain substantially all of the economic benefits from use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract and IBAC has the right to direct the use of the identified asset throughout the period of use
- whether IBAC has the right to take decisions in respect of 'how and for what purpose' the asset is used throughout the period of use.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

Separation of lease and non-lease components

At inception or on reassessment of a contract that contains a lease component, the lessee is required to separate out and account separately for non-lease components within a lease contract and exclude these amounts when determining the lease liability and right-of-use asset amount.

Recognition and measurement of leases as a lessee

Lease liability – initial measurement

The lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease if that rate is readily determinable or IBAC's incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments (including in-substance fixed payments) less any lease incentive receivable
- variable payments based on an index or rate, initially measured using the index or rate as at the commencement date
- amounts expected to be payable under a residual value guarantee
- payments arising from purchase and termination options reasonably certain to be exercised.

Lease Liability – subsequent measurement

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are changes to in-substance fixed payments.

When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right-of-use is reduced to zero.

Presentation of right-of-use assets and lease liabilities

IBAC presents right-of-use assets as 'property plant equipment' unless they meet the definition of investment property, in which case they are disclosed as 'investment property' in the balance sheet. Lease liabilities are presented as 'borrowings' in the balance sheet.

6.2 Cash flow information and balances

Cash and cash equivalents comprise cash on-hand.

Table 62: Cash flow information and balances

	2021 (\$'000)	2020 (\$'000)
Cash	95	49
Balance as per cash flow statement	95	49

6.2.1 Reconciliation of net results for the period to cash flow from operating activities

Table 63: Reconciliation of net results for the period to cash flow from operating activities

	2021 (\$'000)	2020 (\$'000)
Net result for the period	(3,414)	(22)
Non-cash movements		
Depreciation of non-current assets	4,477	5,964
Other non-cash movements	(812)	(217)
Movements in assets and liabilities		
Decrease/(Increase) in receivables	3,283	(3,218)
Decrease/(Increase) in other non-financial assets	(565)	359
(Decrease)/Increase in payables	(412)	(165)
(Decrease)/Increase in provisions	701	914
Net cash flows from operating activities	3,258	3,615

6.3 Commitments for expenditure

Commitments for future expenditure include operating and capital commitments arising from contracts. These commitments are disclosed at their nominal value and exclusive of the GST payable. These future expenditures cease to be disclosed as commitments once the related liabilities are recognised in the balance sheet.

6.3.1 Total commitments payable

Table 64: Total commitments payable

	Less than 1 year (\$'000)	1–3 years (\$'000)	More than 5 years (\$'000)	Total
2021				
Capital expenditure commitments				
Computer system	334	–	–	334
Total capital expenditure commitments	334	–	–	334
Other commitments				
Other contractual	1,979	1,035	–	3,014
Total other commitments	1,979	1,035	–	3,014
Total commitments	2,313	1,035	–	3,348
2020				
Capital expenditure commitments				
Computer system	192	–	–	192
Total capital expenditure commitments	192	–	–	192
Other commitments				
Other contractual	1,033	1,057	–	2,090
Total other commitments	1,033	1,057	–	2,090
Total commitments	1,225	1,057	–	2,282

7. Risks, contingencies and valuation judgements

IBAC is exposed to risk from its activities and outside factors. In addition, it is often necessary to make judgements and estimates associated with recognition and measurement of items in the financial statements.

This section sets out financial instrument specific information (including exposures to financial risks), as well as those items that are contingent in nature or require a higher level of judgement to be applied, which for IBAC related mainly to fair value determination.

7.1 Financial instruments specific disclosures

Financial instruments arise out of contractual agreements that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Due to the nature of IBAC's activities, certain financial assets and financial liabilities arise under statute rather than a contract. Such financial assets and financial liabilities do not meet the definition of financial instruments in AASB 132 Financial Instruments: Presentation.

Categories of financial instruments

Financial assets at amortised cost

Financial assets at amortised cost are measured at amortised costs if both of the following criteria are met and the assets are not designated as fair value through net result:

- the assets are held by IBAC to collect the contractual cash flows
- the assets' contractual terms give rise to cash flows that are solely payments of principal and interests.

These assets are initially recognised at fair value plus any directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method less any impairment.

IBAC recognises the following assets in this category:

- cash and cash equivalents, \$95,000 (2019/20: \$49,000)
- receivables (excluding statutory receivables), \$4,000 (2019/20: \$60,000).

Financial liabilities at amortised costs

Financial liabilities at amortised costs are initially recognised on the date they originated. They are initially measured at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, these financial instruments are measured at amortised cost with any difference between the initial recognised amount and the redemption value being recognised in profit and loss over the period of the interest-bearing liability, using the effective interest method. IBAC recognises the following liabilities in this category:

- payables (excluding statutory payables), \$2,361,000 (2019/20: \$2,217,000)
- borrowings (including lease liabilities), \$13,376,000 (2019/20: \$15,760,000).

Derecognition of financial assets: A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when:

- the rights to receive cash flows from the asset have expired, or
- IBAC has transferred its rights to receive cash flows from the asset and either:
 - has transferred substantially all the risks and rewards of the asset, or
 - has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

Where IBAC has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of IBAC's continuing involvement in the asset.

Derecognition of financial liabilities: A financial liability is derecognised when the obligation under the liability is discharged, cancelled or expires.

7.1.1 Financial instruments: Net holding gain/(loss) on financial instruments by category

Table 65: Net holding gain/(loss) on financial instruments by category

	2021 (\$'000)	2020 (\$'000)
Contractual financial liabilities		
Financial liabilities at amortised cost	(463)	(539)
Total contractual financial liabilities	(463)	(539)

The net holding gains or losses disclosed above are determined as follows:

- for financial liabilities measured at amortised cost, the net gain or loss is calculated by taking the interest expense, plus or minus foreign exchange gains or losses arising from the revaluation of financial liabilities measured at amortised cost.

7.1.2 Financial risk management objectives and policies

As a whole, IBAC's financial risk management program seeks to manage these risks and the associated volatility of its financial performance.

Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement, and the basis on which income and expenses are recognised, with respect to each class of financial asset, financial liability and equity instrument above are disclosed in Note 7.3.

The main purpose in holding financial instruments is to prudentially manage IBAC's financial risks within the government policy parameters.

IBAC's main financial risks include credit risk, liquidity risk and interest rate risk. IBAC manages these financial risks in accordance with its financial risk management policy.

IBAC uses different methods to measure and manage the different risks to which it is exposed. Primary responsibility for the identification and management of financial risks rests with the Chief Financial Officer.

Financial instruments: credit risk

Credit risk refers to the possibility that a borrower will default on its financial obligations as and when they fall due. IBAC's exposure to credit risk arises from the potential default of a counter party on their contractual obligations resulting in financial loss to IBAC. Credit risk is measured at fair value and is monitored on a regular basis.

Credit risk associated with IBAC's contractual financial assets is minimal because the main debtor is the Victorian Government.

In addition, IBAC does not engage in hedging for its contractual financial assets and mainly obtains contractual financial assets that are on fixed interest, except for cash and deposits, which are mainly cash at bank. As with the policy for debtors, IBAC's policy is to only deal with banks with high credit ratings.

Contract financial assets are written off against the carrying amount when there is no reasonable expectation of recovery. Bad debt written off by mutual consent is classified as a transaction expense. Bad debt written off following a unilateral decision is recognised as other economic flows in the net result.

There has been no material change to IBAC's credit risk profile in 2020/21.

Impairment of financial assets under AASB 9

IBAC records the allowance for expected credit loss for the relevant financial instruments applying AASB 9's Expected Credit Loss approach. Subject to AASB 9 impairment assessment include IBAC's contractual receivables, statutory receivables and its investment in debt instruments.

Contractual receivables at amortised cost

IBAC applies AASB 9's simplified approach for all contractual receivables to measure expected credit losses using a lifetime expected loss allowance based on the assumptions about risk of default and expected loss rates.

Financials

Financial instruments: liquidity risk

Liquidity risk arises from being unable to meet financial obligations as they fall due. IBAC operates under the Government fair payments policy of settling financial obligations within 30 days and in the event of a dispute, making payments within 30 days from the date of resolution.

IBAC is exposed to liquidity risk mainly through the financial liabilities as disclosed in the face of the balance sheet.

IBAC's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

Financial instruments: interest rate risk

Fair value interest rate risk is the risk that the fair value of a financial instrument will fluctuate because of changes in market interest rates. IBAC does not hold any interest-bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. IBAC manages this risk by mainly undertaking fixed rate or non-interest-bearing financial instruments with relatively even maturity profiles.

The carrying amounts of financial assets and financial liabilities exposed to interest rates are set out in Table 66.

Table 66: Interest rate exposure of financial instruments

	Interest rate exposure			
	Weighted average interest rate (%)	Carrying amount ^(a) (\$'000)	Fixed interest rate (\$'000)	Non-interest-bearing (\$'000)
2021				
Financial assets				
Cash and cash equivalents	–	95	–	95
Receivables	–	4	–	4
Total financial assets	–	99	–	99
Financial liabilities				
Payables				
Supplies and services	–	2,361	–	2,361
Borrowings				
Lease liabilities	2.66	13,376	13,376	–
Total financial liabilities	–	15,737	13,376	2,361
2020				
Financial assets				
Cash and cash equivalents	–	49	–	49
Receivables	–	60	–	60
Total financial assets	–	109	–	109
Financial liabilities				
Payables				
Supplies and services	–	2,217	–	2,217
Borrowings				
Finance lease liabilities	3.11	15,760	15,760	–
Total financial liabilities	–	17,977	15,760	2,217

Notes:

^(a) The carrying amounts disclosed here exclude statutory amounts.

7.2 Contingent assets and contingent liabilities

Contingent assets and contingent liabilities are not recognised in the balance sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented exclusive of GST receivable or payable respectively.

Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

There were no contingent assets as at 30 June 2021 (2020: \$0).

Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity
- present obligations that arise from past events but are not recognised because:
 - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligations
 - the amount of the obligations cannot be measured with sufficient reliability.

There were no contingent liabilities as at 30 June 2021 (2020: \$0).

7.3 Fair value determination

How this section is structured

For those assets and liabilities for which fair values are determined, the following disclosures are provided:

- carrying amount and the fair value (which would be the same for those assets measured at fair value)
- in respect of those assets and liabilities subject to fair value determination using level 3 (refer to Fair value hierarchy) inputs:
 - a reconciliation of the movements in fair values from the beginning of the year to the end
 - details of significant unobservable inputs used in the fair value determination.

This section is divided between disclosures in connection with fair value determination for financial instruments (refer to Note 7.3.1) and non-financial physical assets (refer to Note 7.3.2).

Significant judgement: Fair value measurement of assets and liabilities

Fair value determination requires judgement and the use of assumptions. This section discloses the most significant assumptions used in determining fair values. Changes to assumptions could have a material impact on the results and financial position of IBAC.

This section sets out information on how IBAC determined fair value for financial reporting purposes. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The following assets and liabilities are carried at fair value:

- financial assets and liabilities at fair value through profit and loss
- property, plant and equipment.

In addition, the fair values of other assets and liabilities that are carried at amortised cost, also need to be determined for disclosure purposes.

IBAC determines the policies and procedures for determining fair values for both financial and non-financial assets and liabilities as required.

Fair value hierarchy

In determining fair values, a number of inputs are used.

The levels are as follows:

- level 1 – quoted (unadjusted) market prices in active markets for identical assets or liabilities
- level 2 – valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- level 3 – valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

IBAC only uses level 3 unobservable inputs for all assets with the exception of leased assets. Significant unobservable inputs have remained unchanged since June 2017.

7.3.1 Fair value determination: Financial assets and liabilities

The carrying amounts of financial assets and financial liabilities recognised in the balance sheet, which consist of cash and cash equivalents (see Note 6.2), receivables (see Note 5.1), payables (see Note 6.2) and borrowings (see Note 6.1), are a reasonable approximation of fair value, either due to their short-term nature or with the expectation that they will be paid in full.

7.3.2 Fair value determination: Non-financial physical assets

The fair value of non-financial physical assets (plant, equipment and vehicles) are normally determined by reference to the asset's depreciated replacement cost. Existing depreciated historical cost is generally a reasonable proxy for depreciated replacement cost because of the short lives of the assets concerned.

IBAC applies only level 3 valuation techniques, using significant unobservable inputs, such as useful life, depreciation method and cost, to determine the fair values of its non-financial physical assets. There have been no transfers between levels and no changes in significant unobservable inputs during the period.

8. Other disclosures

This section includes additional material disclosures required by accounting standards or otherwise, for the understanding of this financial report.

8.1 Ex gratia expenses

Ex gratia expenses are the voluntary payments of money or other non-monetary benefit (eg a write off) that is not made either to acquire goods, services or other benefits for the entity or to meet a legal liability, or settle or resolve a possible legal liability of or claim against the entity.

Table 67: Ex gratia expenses

	2021 (\$'000)	2020 (\$'000)
Employment termination payment	129	–
Total ex gratia expense	129	–

8.2 Subsequent events

IBAC had no events occur between the end of the reporting period and the date when the financial statements are authorised for issue that would require adjustment to, or disclosure of in our financial statements.

8.3 Other economic flows included in net result

Other economic flows are changes in volume or value of assets or liabilities that do not result from transactions. Other gains or losses from other economic flows include gains or losses from:

- the revaluation of the present value of long service leave liability due to changes in discount rates (bond interest rates)
- disposal of property, plant and equipment.

Table 68: Other gains/(losses) from other economic flows

	2021 (\$'000)	2020 (\$'000)
Net gain/(loss) arising from revaluation of annual leave and long service liability	343	(66)
Net gain/(loss) arising from revaluation of make good provision	–	(11)
Net gain/(loss) from disposal of property, plant and equipment	150	56
Total other gains/(losses) from other economic flows	493	(22)

8.4 Remuneration of executives and other personnel

8.4.1 Remuneration of executives

The number of executive officers, other than ministers and Accountable Officer, and their total remuneration during the reporting period are shown in the table following. Total annualised employee equivalents provide a measure of full-time equivalent executive officers over the reporting period.

Remuneration comprises employee benefits in all forms of consideration paid, payable or provided by the entity, or on behalf of the entity, in exchange for services rendered. Remuneration is determined on an accruals basis, and is disclosed in the following categories:

- **Short-term employee benefits** include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as, non-monetary benefits such as allowances and free or subsidised goods or services.
- **Post-employment benefits** include pensions and other retirement benefits paid or payable on a discrete basis when employment has ceased.
- **Other long-term benefits** include long service leave, other long-service benefit or deferred compensation.
- **Termination benefits** include termination of employment payments, such as severance packages.

Table 69: Remuneration of executives

	2021 (\$'000)	2020 (\$'000)
Short-term employee benefits	3,203	3,295
Post-employment benefits	279	307
Other long-term benefits	76	82
Termination benefits	370	–
Total remuneration	3,928	3,684
Total number of executives	16	16
Total annualised employee equivalents (AEE)^(a)	14.69	16.10

Notes:

^(a) AEE is based on paid working hours of 38 ordinary hours per week over 52 weeks for a reporting period.

8.5 Responsible persons

In accordance with the Ministerial Directions issued by the Minister for Finance under the *Financial Management Act 1994*, the following disclosures are made regarding responsible persons for the reporting period.

Names

The persons who held the positions of Minister, Responsible Person and Accountable Officer in IBAC are as follows:

Attorney-General	The Hon Jill Hennessy MP	1 Jul 2020 to 16 Dec 2020
	The Hon Jaclyn Symes MP	22 Dec 2020 to 30 Jun 2021
Commissioner	The Honourable Robert Redlich AM, QC	1 Jul 2020 to 30 Jun 2021
Chief Executive Officer ^(a)	Marlo Baragwanath	1 Jul 2020 to 30 Jun 2021

Notes:

^(a) Executive Glenn Ockerby acted in the office of the Chief Executive Officer in the absence of Marlo Baragwanath for the periods 20 July–24 July 2020, 30 November–4 December 2020, 16 March–29 March 2021, 24 May–28 May 2021.

Table 70: Remuneration of responsible persons

Income band	2021	2020
\$180,000–\$189,999	–	1
\$190,000–\$199,999	1	1
\$420,000–\$429,999	1	–
\$460,000–\$469,999	–	1
Total number of responsible persons	2	3

8.6 Remuneration of auditors

Table 71: Remuneration of auditors

	2021 (\$'000)	2020 (\$'000)
Victorian Auditor-General's Office		
Audit of the financial statements	38	38
	38	38

8.7 Related parties

IBAC is a wholly owned and controlled entity of the State of Victoria. Related parties of IBAC include all:

- key management personnel and their close family members and personal business interests (controlled entities, joint ventures and entities they have significant influence over)
- cabinet ministers and their close family members
- departments and public sector entities that are controlled and consolidated into the whole-of-state consolidated financial statements.

All related party transactions have been entered into on an arm's length basis.

Key management personnel of IBAC includes the Attorney-General, the Commissioner and the Chief Executive Officer. The compensation detailed in the following table excludes the salaries and benefits the Attorney-General receives. The Attorney-General's remuneration and allowances is set by the *Parliamentary Salaries and Superannuation Act 1968* and is reported within the Department of Justice and Community Safety's Financial Report.

Table 72: Compensation of key management personnel

	2021 (\$'000)	2020 (\$'000)
Short-term employee benefits	587	592
Post-employment benefits	22	21
Other long-term benefits	15	15
Termination benefits	–	217
Total remuneration	624	845

Transactions with key management personnel and other related parties

Given the breadth and depth of state government activities, related parties transact with the Victorian public sector in a manner consistent with other members of the public (eg by paying stamp duty and other government fees and charges). Further employment of processes within the Victorian public sector occur on terms and conditions consistent with the *Public Administration Act 2004* and Codes of Conduct and Standards issued by the Victorian Public Sector Commission. Procurement processes occur on terms and conditions consistent with the Victorian Government Procurement Board requirements.

Outside of normal citizen-type transactions with IBAC, there were no related party transactions that involved key management personnel, their close family members and their personal business interests. No provision has been required, nor any expense recognised, for impairment of receivables from related parties.

8.8 Non-financial physical assets held for sale

Table 73: Non-financial physical assets classified as held for sale

	2021 (\$'000)	2020 (\$'000)
Non-financial physical assets classified as held for sale		
Motor vehicles under finance leases held for sale	–	78
Total non-financial physical assets held for sale	–	78

Non-financial physical assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use.

This condition is regarded as met only when:

- the asset is available for immediate use in current condition
- the sale is highly probable and the asset's sale is expected to be completed in 12 months from the date of classification.

These non-financial physical assets, related liabilities and financial assets are measured at the lower of carrying amount and fair value less costs of disposal, and are not subject to depreciation or amortisation.

8.9 Australian accounting standards issued that are not yet effective

Issued but not yet effective Australian accounting and reporting pronouncements

IBAC has assessed the impact of all of the standards that became effective for reporting periods after 30 June 2021. IBAC has not included any standards as we believe the financial statements will not be significantly impacted.

9. Glossary of technical terms

Actuarial gains or losses on superannuation defined benefit plans

Actuarial gains or losses are changes in the present value of the superannuation defined benefit liability resulting from:

- a. experience adjustments (the effects of differences between the previous actuarial assumptions and what has actually occurred) and
- b. the effects of changes in actuarial assumptions.

Borrowings

Borrowings refer to interest-bearing liabilities raised from lease liabilities.

Commitments

Commitments include those operating, capital and other outsourcing commitments arising from non-cancellable contractual or statutory sources.

Comprehensive result

The comprehensive result is the amount included in the operating statement representing total change in net worth other than transactions with owners as owners.

Current grants

Amounts payable or receivable for current purposes for which no economic benefits of equal value are receivable or payable in return.

Depreciation

Depreciation is an expense that arises from the consumption through wear or time of a produced physical or intangible asset. This expense is classified as a 'transaction' and so reduces the 'net result from transaction'.

Effective interest method

The effective interest method is used to calculate the amortised cost of a financial asset or liability and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial instrument, or, where appropriate, a shorter period.

Employee benefits expenses

Employee benefits expenses include all costs related to employment including wages and salaries, fringe benefits and payroll tax, leave entitlements, redundancy payments, defined benefits superannuation plans, and defined contribution superannuation plans.

Financial asset

A financial asset is any asset that is:

- a. cash or
- b. a contractual or statutory right:
 - i) to receive cash or another financial asset from another entity or
 - ii) to exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the entity.

Financial instrument

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial liability

A financial liability is any liability that is:

- a. a contractual obligation:
 - i) to deliver cash or another financial asset to another entity or
 - ii) to exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavourable to the entity or
- b. a contract that will or may be settled in the entity's own equity instruments and is:
 - i) a non-derivative for which the entity is or may be obliged to deliver a variable number of the entity's own equity instruments or
 - ii) a derivative that will or may be settled other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of the entity's own equity instruments. For this purpose, the entity's own equity instruments do not include instruments that are themselves contracts for the future receipt or delivery of the entity's own equity instruments.

Financials

Financial report

A complete set of financial report comprises:

- a. a balance sheet as at the end of the period
- b. a comprehensive operating statement for the period
- c. a statement of changes in equity for the period
- d. a cash flow statement for the period
- e. notes, comprising a summary of significant accounting policies and other explanatory information
- f. comparative information in respect of the preceding period as specified in paragraph 38 of AASB 101 Presentation of Financial Statements
- g. a balance sheet as at the beginning of the preceding period when an entity applies an accounting policy retrospectively or makes a retrospective restatement of items in its financial report, or when it reclassifies items in its financial report in accordance with paragraph 4.1 of AASB 101.

General government sector

The general government sector comprises all government departments, offices and other bodies engaged in providing services free of charge or at prices significantly below their cost of production. General government services include those which are mainly non-market in nature, those which are largely for collective consumption by the community and those which involve the transfer or redistribution of income. These services are financed mainly through taxes, or other compulsory levies and user charges.

Grants

Transactions in which one unit provides goods, services, assets (or extinguishes a liability) or labour to another unit without receiving approximately equal value in return. Grants can either be operating or capital in nature.

While grants to governments may result in the provision of some goods or services to the transferor, they do not give the transferor a claim to receive directly benefits of approximately equal value. For this reason, grants are referred to by the AASB as involuntary transfers and are termed non-reciprocal transfers. Receipt and sacrifice of approximately equal value may occur, but only by coincidence. For example, governments are not obliged to provide commensurate benefits, in the form of goods or services, to particular taxpayers in return for their taxes.

Grants can be paid as general purpose grants which refer to grants that are not subject to conditions regarding their use. Alternatively, they may be paid as specific purpose grants which are paid for a particular purpose or have conditions attached regarding their use.

Interest expense

Costs incurred in connection with the borrowings. It includes the interest component of finance leases repayments, and the increase in financial liabilities and non-employee provisions due to the unwinding of discounts to reflect the passage of time.

Leases

Leases are rights conveyed in a contract, or part of a contract, the right to use an asset (the underlying asset) for a period of time in exchange for consideration.

Net result

Net result is a measure of financial performance of the operations for the period. It is the net result of items of income, gains and expenses (including losses) recognised for the period, excluding those that are classified as 'other economic flows – other comprehensive income'.

Net worth

Net worth is assets less liabilities, which is an economic measure of wealth.

Non-financial assets

Non-financial assets are all assets that are not 'financial assets'. They include prepayments, rental security deposits, leasehold improvement, motor vehicles, computer and communication equipment, plant and equipment, and intangible assets.

Other economic flows included in net result

Other economic flows included in net result are changes in the volume or value of an asset or liability that do not result from transactions. They include:

- a. gains and losses from disposals, revaluations and impairments of non-financial physical and intangible assets
- b. fair value changes of financial instruments.

Payables

Payables include short- and long-term trade debt and accounts payable, grants, taxes and interest payable.

Receivables

Receivables include amounts owing from government through appropriation receivable, short and long-term trade credit and accounts receivable, accrued investment income, grants, taxes and interest receivable.

Supplies and services

Supplies and services generally represent cost of goods sold and the day-to-day running costs, including maintenance costs, incurred in the normal operations of IBAC.

Transactions

Transactions are those economic flows that are considered to arise as a result of policy decisions, usually an interaction between two entities by mutual agreement. They also include flows in an entity such as depreciation where the owner is simultaneously acting as the owner of the depreciating asset and as the consumer of the service provided by the asset. Taxation is regarded as mutually agreed interactions between the government and taxpayers. Transactions can be in kind (eg assets provided or given free of charge or for nominal consideration) or where the final consideration is cash. In simple terms, transactions arise from the policy decisions of the government.

10. Style conventions

Figures in the tables and in the text have been rounded. Discrepancies in tables between totals and sums of components reflect rounding. Percentage variations in all tables are based on the underlying unrounded amounts.

–	zero, or rounded to zero
(xxx.xx)	negative numbers
200×	year/period
200×/0×	year/period

Appendix A: Disclosure index

Table 74. Standing Directions and Financial Reporting Directions

Legislation	Requirement	Page
Report of operations		
Charter and purpose		
FRD 22H	Manner of establishment and the relevant Ministers	11–12, 45–48
FRD 22H	Purpose, functions, powers and duties	45–48
FRD 8D	Objectives, indicators and outputs	14
FRD 22H	Key initiatives and projects	15–16
FRD 22H	Nature and range of services provided	12, 18–42
Management and structure		
FRD 22H	Organisational structure	49
Financial and other information		
FRD 8D	Performance against output performance measures	14
FRD 8D	Budget portfolio outcomes	N/A
FRD 10A	Disclosure index	106–107
FRD 12B	Disclosure of major contracts	58
FRD 15E	Executive officer disclosures	55–56
FRD 22H	Employment and conduct principles	52–56
FRD 22H	Occupational health and safety policy	51–52
FRD 22H	Summary of the financial results for the year	43–44
FRD 22H	Significant changes in financial position during the year	43–44
FRD 22H	Major changes or factors affecting performance	43–44
FRD 22H	Subsequent events	99
FRD 22H	Application and operation of <i>Freedom of Information Act 1982</i>	58
FRD 22H	Compliance with building and maintenance provisions of <i>Building Act 1993</i>	59
FRD 22H	Statement on National Competition Policy	59
FRD 22H	Application and operation of the <i>Public Interest Disclosures Act 2012</i>	59
FRD 22H	Application and operation of the <i>Carers Recognition Act 2012</i>	60
FRD 22H	Details of consultancies over \$10,000	57
FRD 22H	Details of consultancies under \$10,000	57
FRD 22H	Disclosure of government advertising expenditure	57
FRD 22H	Disclosure of ICT expenditure	58
FRD 22H	Statement of availability of other information	65
FRD 24D	Reporting of office-based environmental impacts	62–65
FRD 25D	Local Jobs First	57
FRD 29C	Workforce Data disclosures	53–56
SD 5.2	Specific requirements under Standing Direction 5.2	3, 67

Legislation	Requirement	Page
Compliance attestation and declaration		
SD 5.4.1	Attestation for compliance with Ministerial Standing Direction	65
SD 5.2.3	Declaration in report of operations	3
Financial statements		
Declaration		
SD 5.2.2	Declaration in financial statements	67
Other requirements under Standing Directions 5.2		
SD 5.2.1(a)	Compliance with Australian Accounting Standards and other authoritative pronouncements	67, 73
SD 5.2.1(a)	Compliance with Standing Directions	67
SD 5.2.1(b)	Compliance with Model Financial Report	N/A
Other disclosures as required by FRDs in notes to the financial statements^(a)		
FRD 9B	Departmental Disclosure of Administered Assets and Liabilities by Activity	N/A
FRD 11A	Disclosure of Ex gratia Expenses	98–99
FRD 13	Disclosure of Parliamentary Appropriations	74
FRD 21C	Disclosures of Responsible Persons, Executive Officers and other Personnel (Contractors with Significant Management Responsibilities) in the Financial Report	99–101
FRD 103H	Non-Financial Physical Assets	81–85
FRD 110A	Cash Flow Statements	72
FRD 112D	Defined Benefit Superannuation Obligations	78–79
FRD 114C	Financial Instruments – general government entities and public non-financial corporations	94–96

Notes:

(a) References to FRDs have been removed from the Disclosure Index if the specific FRDs do not contain requirements that are of the nature of disclosure.

Appendix B: Legislation

Table 75: Relevant legislation

Legislation	Page
<i>Audit Act 1994</i>	68–69
<i>Building Act 1993</i>	59
<i>Carers Recognition Act 2012</i>	60
<i>Charter of Human Rights and Responsibilities Act 2006</i>	12, 27, 47
<i>Crimes Act 1958</i>	12, 38, 47
<i>Crimes (Assumed Identities) Act 2004</i>	47
<i>Disability Act 2006</i>	60
<i>Drugs, Poisons and Controlled Substances Act 1981</i>	38
<i>Financial Management Act 1994</i>	1, 50, 65, 67–68, 73, 100
<i>Firearms Act 1996</i>	12, 38, 47, 61
<i>Freedom of Information Act 1982</i>	47, 58
<i>Independent Broad-based Anti-corruption Commission Act 2011</i>	1, 4, 7, 12, 18–19, 24, 26–27, 29, 31, 38–39, 47–48, 58, 60–61, 73
<i>Integrity and Accountability Legislation Amendment (Public Interest Disclosure, Oversight and Independence) Act 2019</i>	13, 74
<i>Local Jobs Act 2003</i>	57
<i>Parliamentary Salaries and Superannuation Act 1968</i>	101
<i>Protected Disclosure Act 2012</i>	12, 18–39, 59–60
<i>Public Administration Act 2004</i>	55–56, 101
<i>Public Interest Disclosures Act 2012</i>	1, 3, 12, 16, 18, 22, 25, 27, 47, 59–60
<i>Public Health and Wellbeing Act 2008</i>	46
<i>Occupational Health and Safety Act 2004</i>	51–52
<i>Ombudsman Act 1973</i>	23
<i>Sex Offenders Registration Act 2004</i>	12, 38, 47
<i>Surveillance Devices Act 1999</i>	47
<i>Telecommunications (Interception) (State Provisions) Act 1988</i>	47
<i>Victoria Police Act 2013</i>	38, 47
<i>Witness Protection Act 1991</i>	12, 38, 46–47

Appendix C: Glossary

AAS	Australian Accounting Standard
AASB	Australian Accounting Standards Board
ACT	Australian Capital Territory
AICD	Australian Institute of Company Directors
AM	Order of Australia
AMAF	Asset Management Accountability Framework
AO	Accountable Officer
AS/NZS	Australian standard/New Zealand standard
BAU	business as usual
BP3	Budget Paper 3
CCO	community correction order
CEO	Chief Executive Officer
CMS	case management system
CO _{2-e}	carbon dioxide equivalent
CPA	certified practising accountant
CPI	consumer price index
DTF	Department of Treasury and Finance
DPC	Department of Premier and Cabinet
DWG	designated workgroup
EO	Executive Officer
FOI	freedom of information
FTE	full-time equivalent
GPO	General Post Office
GST	goods and services tax
HSR	health and safety representatives
IBAC	Independent Broad-based Anti-corruption Commission
IBAC Act	<i>Independent Broad-based Anti-corruption Commission Act 2011</i>
ICT	information and communication technology
IRP	issue resolution procedures
ISO	International Standards Organization
LMR	Local Management Resolution

Appendices

LSL	long service leave
m ²	square metres
MIM	Management Intervention Model
MJ	megajoule
MoG	machinery of government
MP	Member of Parliament
NSW	New South Wales
OHS	occupational health and safety
OPP	Office of Public Prosecutions
own motion	If IBAC investigates without a complaint from an individual, or a notification
PID	public interest disclosure
PID Act	<i>Public Interest Disclosures Act 2012</i>
QC	Queen's Counsel
RTW	return to work
STS	senior technical specialist
VPDSF	Victorian Protective Data Security Framework
VPDSS	Victorian Protective Data Security Standards
VAGO	Victorian Auditor-General's Office
VPS	Victorian public service



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