

**OFFICIAL**



# **IBAC Operating Model**

**October 2022**

**TRIM: CD/22/19813**

## 1 Introduction

The Independent Broad-based Anti-corruption Commission's (IBAC's) Operating Model is a visual representation and description of how we work to deliver public value to the Victorian Community.

An operating model is one of four elements of organisational design and provides a bridge between strategy and execution (Figure 1).

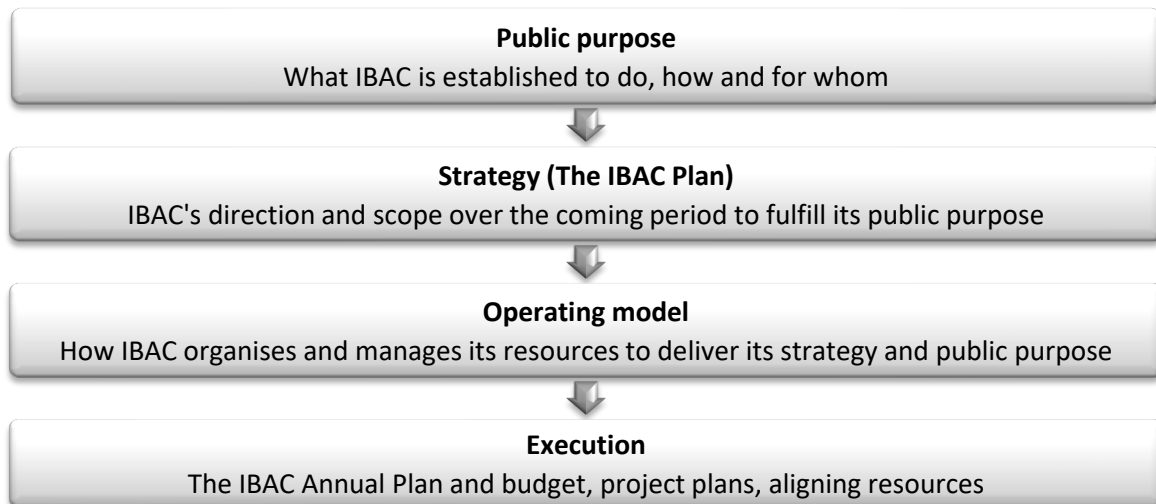


Figure 1: Alignment of organisation components<sup>1</sup>

## 2 Document purpose

The purpose of this document is to define, visually represent and describe IBAC's Operating Model to provide transparency about how we operate and drive a shared sense of purpose within IBAC.

## 3 IBAC Operating Model

IBAC's Operating Model consists of:

- Integrity activities – the tactical activities through which we directly create and deliver public value
- Anti-corruption functions – the core interlinked parts of our service delivery
- Enablers – the activities and processes that make it possible to perform integrity activities.

IBAC's Operating Model is visually represented in Figure 2 and described below.

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<sup>1</sup> Adapted from: Bayley N. et al, 2017 - An Agile Operating Model for the Digital Age. Accenture Strategy.

### IBAC Operating Model

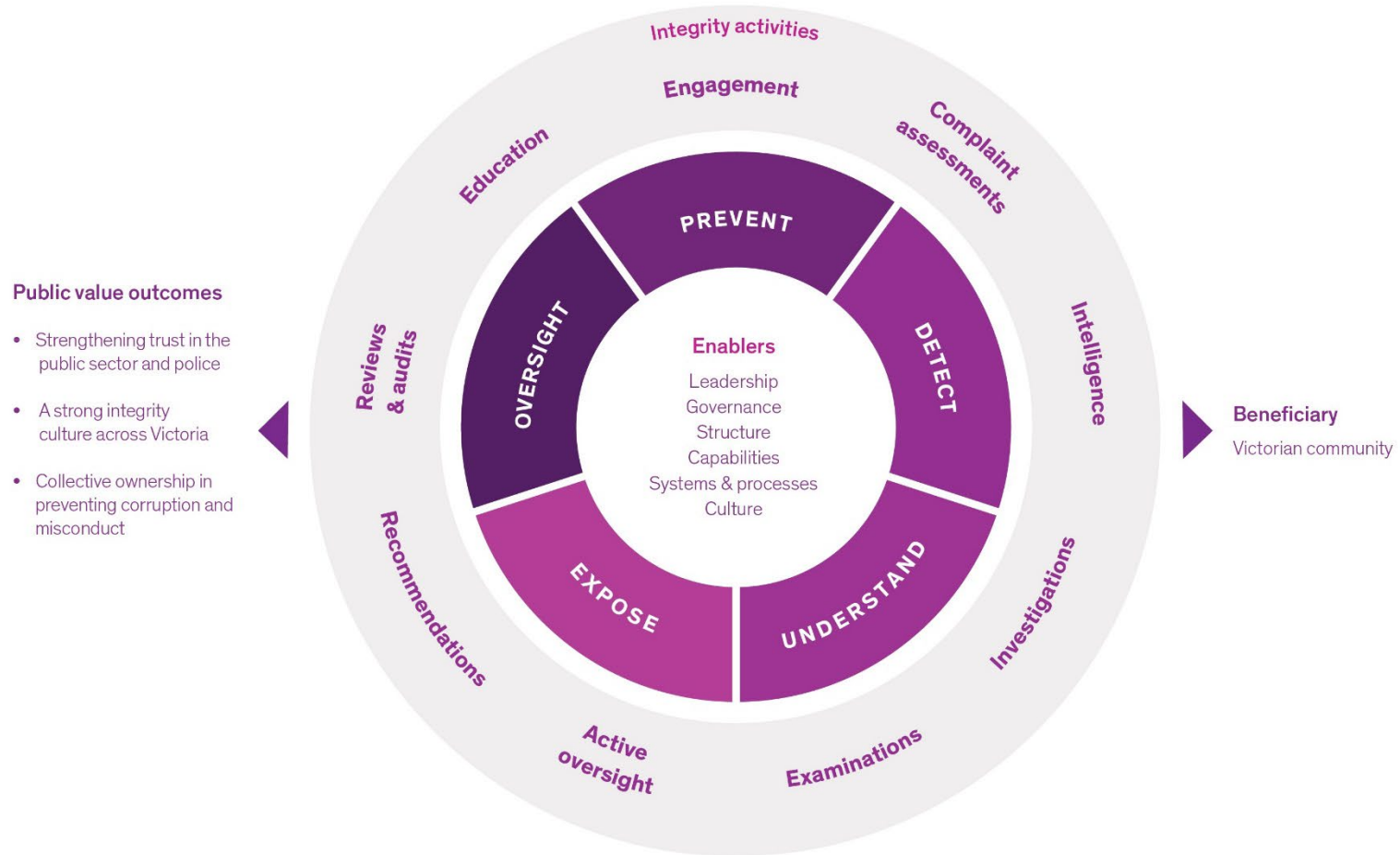


Figure 2: The IBAC Operating Model, the public value it delivers and its beneficiary

## 3.1 Anti-corruption functions

Anti-corruption functions are the core interlinked parts of our service delivery.

### **Prevent**

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

### **Detect**

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

### **Understand**

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

### **Expose**

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

### **Oversight**

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

## 3.2 Integrity activities

Integrity activities are the activities through which we create and deliver public value.

### **Active oversight**

Our ongoing supervision of an investigation referred by us to a public sector agency or Victoria Police where we consider active review is warranted due to the seriousness of the allegations involved.

### **Audit**

Includes our strategic audits and compliance inspections. A strategic audit is an inspection by us of public sector agencies' systems and practices in a particular area to identify corruption and police misconduct vulnerabilities. A compliance inspection is an oversight activity where we sample, review and assess Victoria Police records to determine compliance with specific legislative obligations. These inspections generally result in recommendations and reports to the Chief Commissioner of Police and if applicable the Police Minister and the Attorney-General.

### **Complaint assessment**

We consider information in complaints and notifications received to identify allegations about public sector or police corruption and police misconduct and decide whether to refer, review, investigate or dismiss a matter or in some instances complete a preliminary enquiry.

### **Education**

We provide information and guidance to the public sector, police and Victorian community on how to prevent, identify and respond to public sector and police corrupt conduct and misconduct.

### **Engagement**

Our targeted communication and collaboration to build capability to resist corruption and police misconduct and proactively promote integrity.

### **Examination**

We hold public or private hearings to gather further information. This includes summoning witnesses who are compelled to answer questions and/or produce documents. An examination is not a trial and cannot determine guilt or innocence.

## **Investigation**

Our search for evidence tending to connect or exonerate a person with respect to conduct defined by the IBAC Act as corrupt conduct or police personnel misconduct.

## **Intelligence**

Intelligence involves the detection, collection, processing, analysis, production and dissemination of available information. We undertake three types of intelligence activity. Tactical intelligence evaluates information on which immediate investigative action can be based. Operational intelligence evaluates and systematically organises information on potential targets where there is sufficient reason to suspect corrupt activity or misconduct. Strategic intelligence analyses information and datasets to identify significant or emerging corruption and misconduct issues, drivers and risks to inform organisational strategies and priorities, resource allocation and policy planning.

## **Recommendations**

Throughout the process of investigations, we identify corruption prevention issues and make recommendations aimed at preventing further potential corruption or misconduct.

## **Review**

An evaluation of the way a matter referred by us to a public sector agency or police was investigated with the aim of determining the effectiveness of the investigation and outcome.

## **3.3 Enablers**

Enablers are the activities and processes that make it possible to perform integrity activities.

### **Leadership**

To achieve our vision, we provide leadership in Victoria's integrity sector to build a culture across the Victorian public sector which actively resists corruption and misconduct. Our executive team models collective and individual accountability, with all people leaders actively demonstrating IBAC's values.

### **Governance**

The system we use to direct, oversee and drive accountability for achieving our purpose.

### **Structure**

The way our activities are divided, organised and coordinated.

### **Capabilities**

The technical and adaptive abilities of our employees to carry out their roles.

### **Systems**

How a certain set of processes operate to work towards a particular goal. Examples include financial management system, safety management system and compliance management system.

### **Processes**

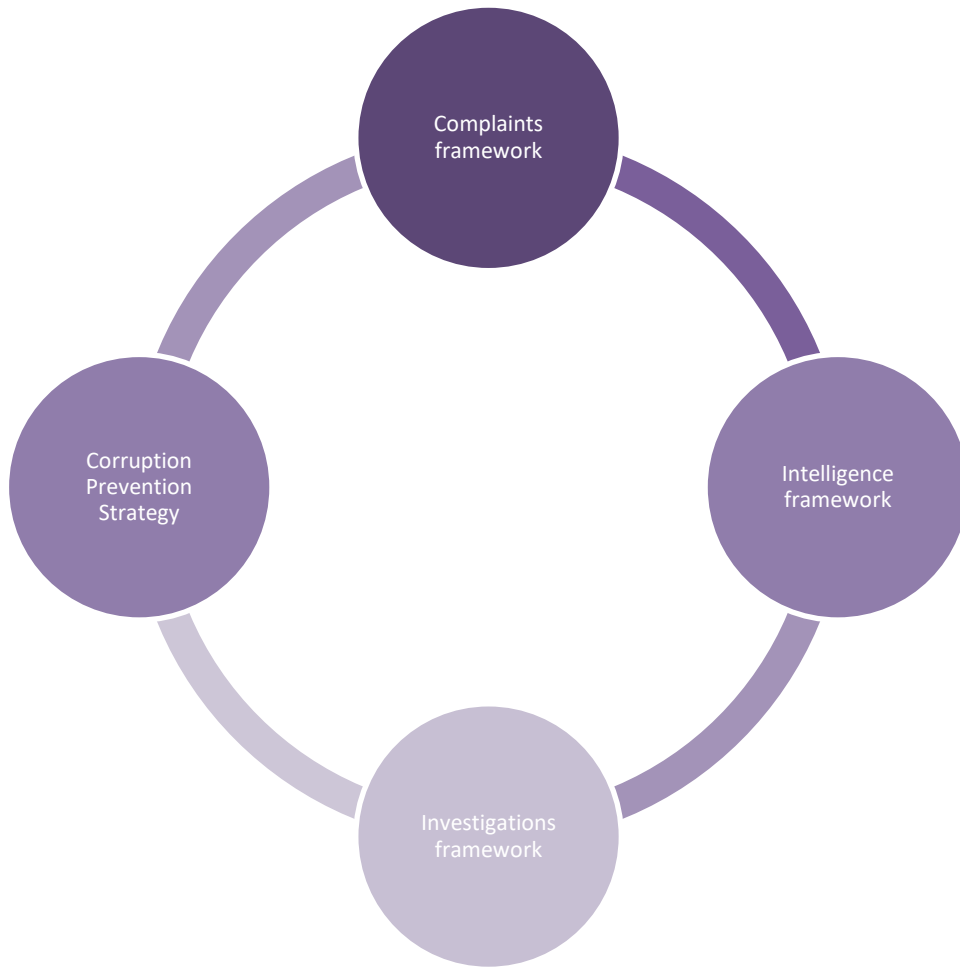
The series of actions we carry out to perform our integrity and enabling activities.

### **Culture**

How our officers approach their work and interact with each other and stakeholders. This is guided by organisational values, guiding principles and the standards set and modelled by our leadership.

## 4 Operational frameworks and strategies

Underpinning, and conceptually sitting behind the IBAC Operating Model are several interlinked operational frameworks and strategies (Figure 3). Each framework includes the strategies, policies, decision-making structures and accountabilities through which associated integrity activities are performed.



**Figure 3: Operational frameworks and strategies underpinning the IBAC Operating Model**

### **Complaints framework**

Our framework for assessing, managing and making decisions on alleged corruption and misconduct complaints and notifications, including Public Interest Disclosures.

### **Intelligence framework**

Our framework for managing alleged corruption and misconduct intelligence throughout its lifecycle, including direction, collection, processing, analysis, production and dissemination.

### **Investigations framework**

Our framework for managing investigations throughout their lifecycle which is transparent, repeatable, defensible and proportionate.

### **Corruption Prevention Strategy**

The strategy for enhancing our capacity and capability to undertake corruption prevention activities.

## 5 Document version control

Version	Date	Description	Author
V1.0	29/04/2022	Operating Model approved	Andrew Ellis, Manager Strategy and Performance
V1.1	04/07/2022	Minor amendments to the “anti-corruption functions” section reflecting the CEO’s edits to that same content in the 2022/23 Annual Plan.  Introduction of active voice (e.g. Replacing “IBAC’s” with “our”) throughout the remainder of document for consistency with CEO’s edits. Not re-authorised due to minor edits and CEO approval to amend (CD/22/55318)	Andrew Ellis, Manager Strategy and Performance
V1.2	21/10/2022	Changes to description of anti-corruption functions to align with edits made to the 2022/23 Annual Plan	Andrew Ellis, Manager Strategy and Performance

## 6 Authorisation

Date	Name	Signature
21/10/2022	Marlo Baragwanath Chief Executive Officer	