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IBAC Operating Model

November 2023

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).

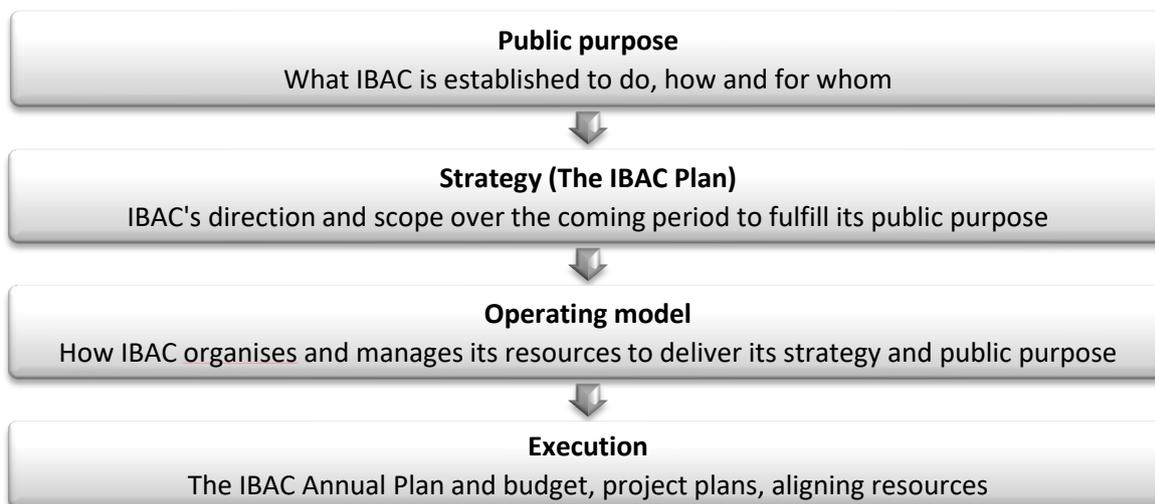


Figure 1: Alignment of organisation components¹

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.

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

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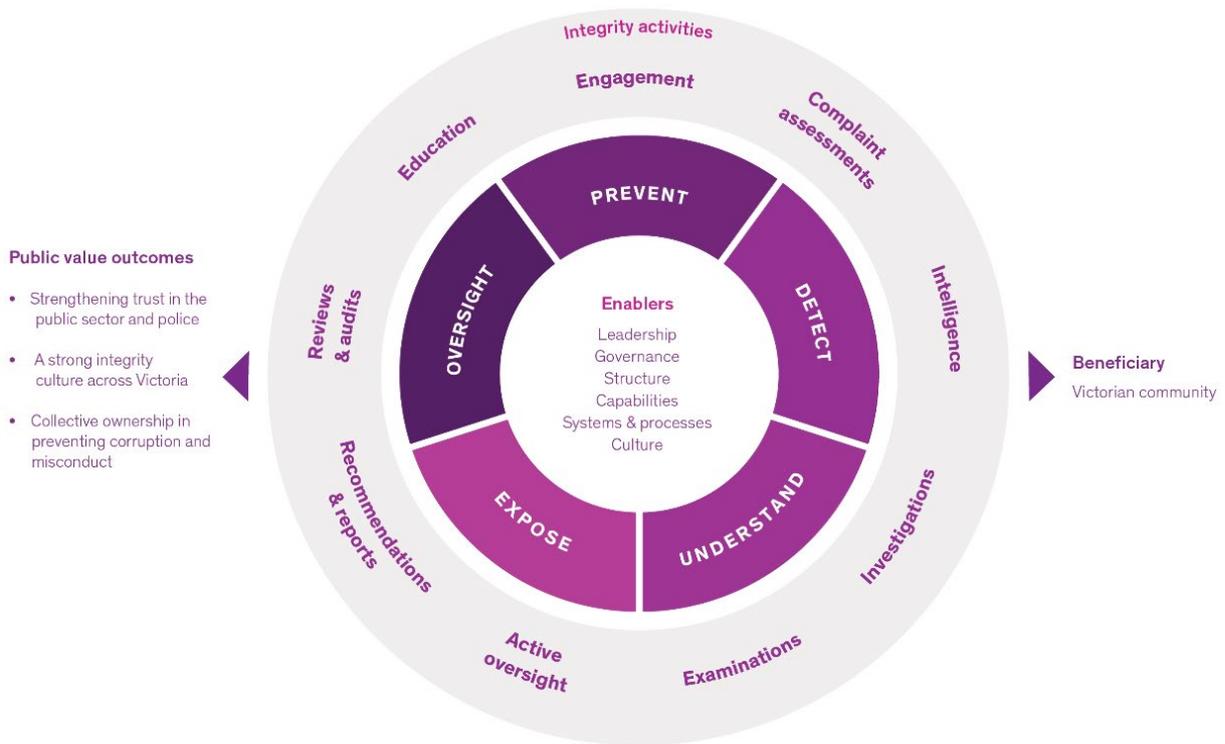


Figure 2: The IBAC Operating Model, the public value it delivers and its beneficiary

3.1 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.

Reports

We communicate recommendations and findings from our investigations and research to external stakeholders in public and in private.

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.

3.2 Anti-corruption functions

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

Prevent

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

Detect

We identify corruption and police 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 build our understanding and insights about current and emerging risks and issues. Research and intelligence analysis alerts us to trends, emerging corruption and misconduct 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, review the investigation of complaints we have referred to the public sector or Victoria Police, actively monitor priority police investigations into suspected police misconduct and oversight Victoria Police's compliance with relevant legislation.

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 Operating frameworks and strategies

Underpinning the IBAC Operating Model are four interlinked operating frameworks and the Corruption Prevention Strategy (Figure 3). Each framework includes the strategies, policies, decision-making structures and accountabilities through which associated integrity activities are performed.

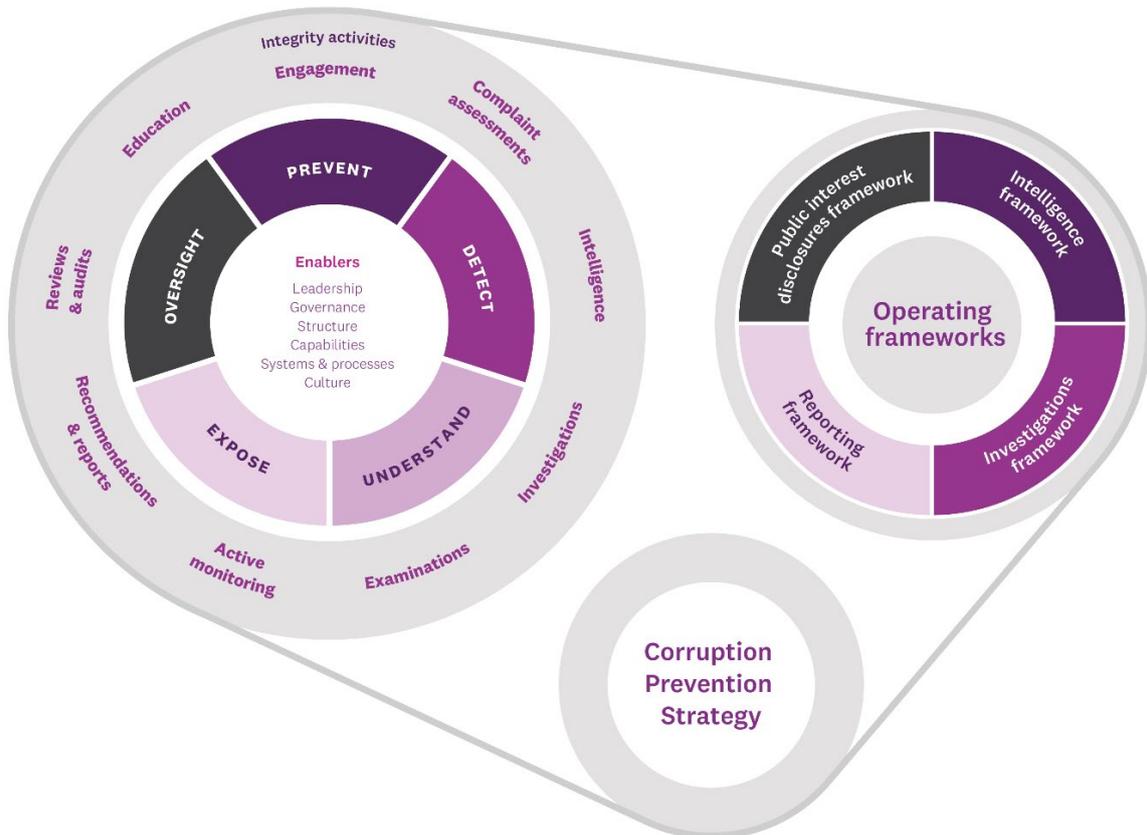


Figure 3: The Corruption Prevention Strategy and operating frameworks underpin the IBAC Operating Model

Public Interest Disclosures (PID) framework

Our framework for stewardship of the PID scheme, including prevention and education to build the capability of the public sector to comply with the scheme, assessing disclosures to determine whether they are public interest complaints, compliance monitoring of public sector PID policies and welfare procedures and, where appropriate, advocacy and reform of the PID Act.

Intelligence framework

Our framework for managing alleged corruption and police 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.

Reporting framework

Our framework for developing reports and other education and prevention materials to expose and prevent police misconduct and public sector corruption.

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
V2.0	30/10/2023	Operating model – New graphic to reflect changes in 2022/23 Annual Report. Anti-corruption functions – edits to reflect changes in 2023/24 Annual Plan. Narrative move below integrity activities to align with Operating model graphic layers. Operational frameworks - replaced ‘Complaints framework’ with ‘PID framework’. Inclusion of reporting framework. New graphic to reflect changes in 2022/23 Annual Report. Integrity activities - addition of ‘reports’.	Andrew Ellis, Manager Strategy and Performance

6 Authorisation

Date	Name	Signature
20/11/2023	Marlo Baragwanath Chief Executive Officer	