

The IBAC Plan

2021-25

December

2023

IBAC acknowledges the Traditional Custodians of the lands on which we work and pays respect to Elders past, present and emerging. We recognise and celebrate the diversity of Aboriginal peoples and their ongoing cultures and connections to the lands and waters of Victoria

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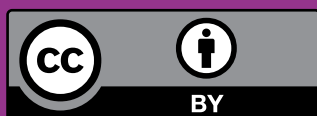
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CEO foreword

To deliver on our vision, we must continue to expose corruption and support our public sector, including Victoria Police, to continue to build their corruption resistance.

Informed through consultation and engagement with key stakeholders and employees, *The IBAC Plan 2021-25* (The IBAC Plan) sets out our strategic direction and priorities for the next four years. It builds off our past achievements and guides us towards making an even greater impact in the interest of all Victorians.

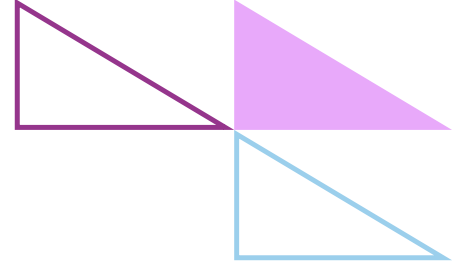
Set out in four strategic pillars, The IBAC Plan documents our strategy to improve how we identify, expose and prevent public sector corrupt conduct and police misconduct. Over the next four years, we will work to:

- educate and build the capability of the public sector to actively resist corrupt conduct
- ensure our independent police oversight activities are targeted and transparent and better meet the needs of Victoria's diverse and vulnerable communities
- foster a connected, inclusive, and flexible organisation where all employees are encouraged to be, and do, their best
- collaborate with the public sector, Victoria Police, other integrity and oversight bodies to share insights, learn from each other and deliver shared outcomes.

This plan is the culmination of work and input from many people, and I would like to thank everyone for their contribution. 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

Marlo Baragwanath
Chief Executive Officer

Our mission and vision



Our mission is Strengthening Victoria's integrity.

We do this by

- identifying, investigating and exposing public sector corruption and police misconduct
- educating the public sector, police and community about the harm caused by corruption and police misconduct
- assisting in improving public sector and police capability to prevent corruption and police misconduct.

Our vision is a public sector and police that act with integrity for all Victorians

Our public value outcomes describe the positive impact we aim to deliver for Victoria to achieve our vision. Delivery on The IBAC Plan will mean we achieve the following outcomes by 2025:

Strengthening trust in the public sector and police

Victorians trust that the public sector and Victoria Police act fairly.

Victorians have confidence that IBAC provides oversight and deals with public sector corruption and police misconduct appropriately.

A strong integrity culture across Victoria

Outcomes from our work are effectively shared to positively impact the integrity culture and build capability of Victoria's public sector and Victoria Police to uphold integrity.

Collective ownership in preventing corruption and misconduct

Victoria's public sector agencies and Victoria Police are supported to own their responsibility for preventing corruption and misconduct within their organisation.

Victorians know the protections available to them, and they know where to go to report allegations of public sector corruption and police misconduct.

Our organisation at a glance

This plan sets our strategic direction and priorities for the next four years. It builds off our past achievements and guides us towards making an even greater impact in the interests of all Victorians.

Who we are

IBAC is the principal independent agency charged with upholding integrity in Victoria's public sector.

We're the key oversight body for police conduct, playing a critical role in identifying, exposing and investigating misconduct in Victoria Police.

Our jurisdiction covers:

- state government departments and agencies
- Victoria Police
- local government
- public schools and universities
- public hospitals
- Parliamentarians
- the judiciary.

Our legislation

We are established under the *Independent Broad-based Anti-corruption Act 2011* and work under other Acts of Parliament including, but not limited to, the *Public Interest Disclosures Act 2012* and the *Charter of Human Rights and Responsibilities Act 2006*.

What we do

We inform

We help Victorians understand our role and the work we do, and help those who contact us understand our process. We share our insights with relevant authorities and organisations so that they can work effectively to uphold integrity.

We guide

We raise awareness within the community, the public sector and Victoria Police about the harm corruption and misconduct cause, and how to prevent or address it.

We provide education, tools and practical guidance to public sector agencies and Victoria Police to build their own capability in preventing and addressing corruption and misconduct.

We investigate

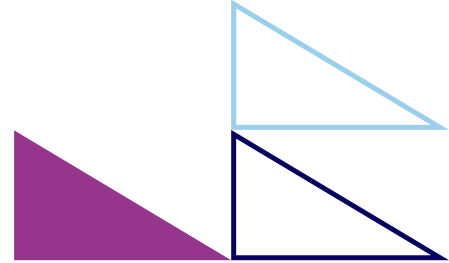
We use a range of tools, interventions and capabilities available to us to assess, investigate and review public sector corruption and police misconduct. We use our robust and nuanced understanding of the public sector corruption and police misconduct landscape to target our investigations to serious and systemic public sector corruption and police misconduct.

The bigger picture

We share ownership of Victoria's integrity system. Our role is complemented by the other integrity and oversight agencies, including:

- Victorian Ombudsman, which investigates the administrative actions of public sector organisations to ensure fairness, integrity and protection of human rights.
- Victorian Auditor-General's Office, which audits public sector agencies to provide assurance on how effectively they are providing services and using public money.
- Local Government Inspectorate, which assesses and investigates complaints about Victorian councils that relate to breaches of the *Local Government Act 2020*
- Victorian Inspectorate, which holds us to account on our compliance with the IBAC Act and other relevant legislation.
- Victorian Parliament's Integrity and Oversight Committee, which monitors and reviews the performance of the duties and functions of IBAC.

Our strategic and operating context



The Victorian community, its integrity and oversight system and our organisation have experienced continuous disruption and change in recent years.

The following drivers for change in our strategic and operating context will continue to influence and shape the strategic choices we make now and over the next four years.

The evolving Victorian landscape

Victoria's policy and service delivery landscape is going through incredible change. Reforming Victoria's mental health system, establishing the Yoo-rrook Justice Commission to investigate both historical and ongoing injustices committed against Aboriginal Victorians, and enormous investments in transport and social infrastructure are just some items on the government's reform agenda.

These reforms will impact how public sector agencies deliver services and engage with communities, service delivery partners and industry. Victoria's integrity and oversight agencies have a key role to play in ensuring a strong integrity culture underpins the public sector's delivery of these reforms.

Victoria Police's powers have continued to expand, while community concerns about police misconduct appear to have increased and diminished community confidence in Victoria Police.

We'll continue to build on and improve our oversight of police and lift their integrity culture and capability. At the same time, there's also a need to strengthen the way we engage with the Victorian community to explain our role and how we deliver on it to assist in building greater trust and confidence in Victoria Police.

Significant change within Victoria's integrity and oversight system

Victoria's integrity and oversight agencies are working through significant recommendations from the Royal Commission into the Management of Police Informants and Victorian government reviews into Victoria's integrity and oversight system.

While some recommendations may require legislative change, we know that waiting for legislative action should not be a barrier to integrity agencies improving their performance and demonstrating the reach and impact of their work.

There have been calls for greater coordination across Victoria's integrity and oversight system. There is a need to better support Victorians to better navigate the system, better share data across the system where appropriate, and work towards shared outcomes. This will require a significant shift in how we coordinate and collaborate with our peers in Victoria's integrity and oversight system.

Increasing momentum at IBAC

While we continue to operate with limited resources, communities and government expect more from us than ever before. We're no longer a 'start up' organisation—we've come a long way since our establishment in 2011. As we mature and become embedded in Victoria's integrity and oversight system, we need to be smarter about how we work and make strategic, intelligence-informed choices. Over the next four years, we need to better measure and demonstrate our impact with the limited resources available to us.

We know that embedding new and flexible ways of work, safety, health and wellbeing, as well as training and professional development pathways are front of mind for our people. We also understand that we need to make strategic investments in the right systems, processes and capabilities to enable our people to do their best work. We're committed to making this happen over the next four years, so that we attract and retain great people, and create a modern, connected and inclusive workplace.

Our values



Lead by example

- We hold ourselves to the same high standards that we expect of others
- We take responsibility for our behaviour, decisions and actions
- We educate and inform to build a strong integrity culture across Victoria
- We strive to live our values every day



Act impartially

- We're objective and consistent in our decisions and actions
- We speak up and make decisions in service of the Victorian community
- We're transparent about our process and rationale
- We're intelligence led and evidence based



Work together

- We share information and collaborate to support our common purpose
- We listen and consult widely with others
- We help each other to succeed
- We trust, respect and leverage others' expertise



Behave with respect

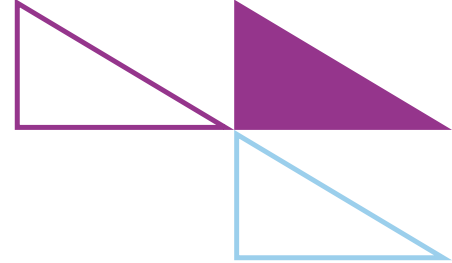
- We listen to understand others' point of view
- We care for others and treat them with fairness and empathy
- We recognise and value diversity of people, skills and perspectives
- We're accessible and responsive to those we serve



Strive for Excellence

- We're adaptable and open to new ideas and approaches
- We're curious and ask 'why'?
- We challenge ideas together to improve our practices and capability
- We learn from our mistakes and successes

Our guiding principles



We believe that acting in the interests of Victorians should be at the centre of all we do.

We aim to provide the best possible experience for everyone who contacts IBAC. We're accessible, and we make sure everyone understands our processes and what we can and can't do. If a complaint comes to us that's outside our legislative remit, we'll advise the complainant of other options to follow or agencies who may be able to help.



We are intelligence led.

We gather information, data and evidence to form real insights about where we should focus our efforts in maintaining integrity across the public sector and Victoria Police. IBAC collects and analyses intelligence, which alerts us to trends, emerging public sector corruption and police misconduct risks, and opportunities to improve our work. We are focused on being able to effectively use intelligence and data to inform good decision making and improve our practices.



We collaborate.

We're fiercely independent when we need to be, but value collaboration when it's appropriate. Collaboration to us means sharing information and resources, building trust and working together to achieve a common purpose. We work across IBAC and with our key stakeholders to bring diverse people and thinking together in order to ensure integrity across the public sector and police.

Our strategic pillars

**Our strategic pillars are the foundation of The IBAC Plan.
The pillars will be the areas of focus for our work over the four years.**



An independent, fair and trusted integrity agency

We are an independent integrity agency working towards eliminating public sector corruption in Victoria. We do this by educating and building the capability of the public sector to actively resist corrupt conduct and sharing our insights on Victoria's corruption landscape. The outcomes of our work into allegations of serious and systemic corrupt conduct translate into practical actions, learnings and recommendations for the public sector to implement.



A targeted approach to police misconduct

Our independent police oversight activities are targeted and transparent to better meet the needs of Victorians, including those who may be vulnerable. Victoria Police and the community understand our role, reach and impact in police misconduct matters. We have a key role to play in upholding integrity standards and preventing police misconduct.



A progressive and connected workplace

We are a connected, inclusive and flexible organisation. We encourage a safe environment that empowers our leaders to be their best. We do this by investing in fit-for-purpose systems, processes, infrastructure, while also supporting our staff to lead and pursue interesting career pathways. We use our data capability, insight and feedback received to hold ourselves accountable, and monitor and continuously improve the impact of our work.



We collaborate

We collaborate and actively encourage organisations to approach us to assist them in building a strong integrity culture. We understand that we don't operate alone, we are part of a broader integrity system. Where appropriate, we work with the public sector, Victoria Police, other integrity and oversight bodies and the community to share insights, learn from each other and deliver shared outcomes.

Pillar 1:

An independent, fair and trusted integrity agency



We are an independent integrity agency working towards eliminating public sector corruption in Victoria. We do this by educating and building the capability of the public sector to actively resist corrupt conduct and sharing our insights on Victoria’s corruption landscape. The outcomes of our work into allegations of serious and systemic corrupt conduct translate into practical actions, learnings and recommendations for the public sector to implement.

Our priorities

- 1.1 Embed a whole-of-IBAC approach to preventing serious and systemic corrupt conduct, underpinned by a robust and nuanced understanding of Victoria’s corruption landscape.
- 1.2 Develop practical guidance and education materials to support the public sector to prevent, identify and report corrupt conduct.
- 1.3 Better analyse complaints data and the outcomes of our work to identify and prioritise emerging corrupt conduct risks, in Victoria and interstate.
- 1.4 Working with the public sector and Victoria Police, develop a clear and consistent approach to complaints management and investigations of serious and systemic corruption.

What success looks like

- The outcomes of our work positively shift the integrity culture of the public sector.
- The public sector feels supported to embed a strong integrity culture within their own organisations.
- The public sector understand IBAC’s approach to investigations, including what we can and cannot disclose and our timeframes for investigations.

Our strategy in action

We’re strengthening our corrupt conduct prevention work and embedding a whole-of-IBAC approach to public sector corruption prevention.

Our *Corruption Prevention Strategy 2021–24* aims to support a corruption-resistant Victorian public sector that is committed to, and underpinned by, a strong culture of integrity. To achieve this, we will leverage the diverse range of tools, interventions and capabilities we have, guided by a robust and nuanced understanding of Victoria’s corruption landscape.

Preventing public sector corruption is a shared responsibility. That’s why a key focus of the Corruption Prevention Strategy is building the capability of public sector agencies to prevent corruption and proactively promote integrity.

We need everyone in the public sector and police to actively resist corruption and be part of building a strong integrity culture within their organisations.

Pillar 2:

A targeted approach to police misconduct



Our independent police oversight activities are targeted and transparent to better meet the needs of Victorians, including those who may be vulnerable. Victoria Police, the public sector and the community understand our role, reach and impact in police misconduct matters. We have a key role to play in upholding integrity standards and preventing police misconduct.

Our priorities

- 2.1 Improve transparency and complainant understanding of our approach to police misconduct (including the way we communicate decisions and the outcomes of our work).
- 2.2 Engage with the community and Victoria Police to strengthen our approach to identifying and investigating police misconduct issues.
- 2.3 Strengthen the way we track referrals and provide oversight of Victoria Police.
- 2.4 Strengthen our engagement with Victoria Police to build on our prevention and education activities to ensure they are internally equipped to prevent misconduct.
- 2.5 Continue to work with government to implement recommendations and legislative change from Royal Commission into the Management of Police Informants and Victorian government reviews into Victoria's integrity and oversight system.

What success looks like

- The community has confidence that IBAC deals with police misconduct appropriately.
- The community know where to go to report complaints of police misconduct, and are able to progress their complaints, either through IBAC or another agency.
- We have contributed to a reduction in the prevalence of police misconduct.

Our strategy in action

We are committed to engaging better with Victorian communities. Community organisations are effective bridges between IBAC and the broader community, and over the next four years we will step up our community engagement. We see significant opportunity to educate, engage with, and learn more about the needs and priorities of Victorians who experience vulnerability or marginalisation.

We want to provide the best possible experience for everyone who contacts IBAC and make sure everyone understands our processes and what we can and can't do.

We're also working to implement the recommendations from Royal Commission into the Management of Police Informants, including strengthening the way we receive, handle and investigate complaints about Victoria Police and complaints about Victoria Police's use of human sources.

Together, these strategic initiatives will ensure we have a more targeted and transparent approach to police misconduct, to deliver greater outcomes in the interests of all Victorians.

Pillar 3:

A progressive and connected workplace



We are a connected, inclusive and flexible organisation. We encourage a safe environment that empowers our leaders to be their best. We do this by investing in fit-for-purpose systems, processes and infrastructure, while also supporting our staff to lead and pursue interesting career pathways. We use our data capability, insight and feedback received to hold ourselves accountable, and monitor and continuously improve the impact of our work.

Our priorities

- 3.1 Create a culture where everyone's strengths are cultivated, people can take ownership of their careers and explore opportunities within and outside of IBAC.
- 3.2 Nurture a diverse and inclusive workforce where everyone feels included and safe, both physically and mentally.
- 3.3 Empower bold and authentic leaders who excel in constructive, honest and empathetic conversations.
- 3.4 Ensure people understand what other areas of IBAC do, are accountable to each other and know where key decision and escalation points are.
- 3.5 Invest in enabling and fit-for-purpose IT and data infrastructure and ensure we are using it to its full potential.

What success looks like

- Everyone feels their strengths are utilised and they are able to progress their careers within and outside of IBAC.
- We have clear processes and decision making frameworks.
- Everyone knows how to use our systems and data effectively and we share information across teams.

Our strategy in action

As part of refining our operating model, we have commenced work in mapping out our processes, so that we can identify how we can do things more efficiently and effectively.

Over the next four years, we will build on these foundational process mapping activities to further clarify how we work together to deliver the best outcomes for Victoria.

The aim of this work is to ensure our operating model is fit-for-purpose to deliver on this plan. Articulating our operating model will help everyone at IBAC understand what other areas of IBAC do in order to deliver outcomes in the interests of all Victorians. It helps to de-mystify our supporting processes and allows us to understand who to go to for support and decisions.

We're also refining and implementing our People Strategy, which will include refreshing our organisational values, reviewing our capability framework, and strengthening our approach to diversity and inclusion.

Bringing this work to life — mapping our processes and implementing our People Strategy — will ensure we're working as a progressive and connected workplace.

Pillar 4:

We collaborate



We collaborate and actively encourage organisations to approach us to assist them in building a strong integrity culture. We understand that we do not operate alone, we are part of a broader integrity system. Where appropriate, we work with the public sector, Victoria Police, other integrity and oversight bodies and the community to share insights, learn from each other and deliver shared outcomes.

Our priorities

- 4.1 Lead by example in collaborative behaviours with other organisations and agencies, where appropriate. While we value collaboration, we will continue to be fiercely independent in our investigative work.
- 4.2 Ensure that there is an accessible pathway for every complaint. If a complaint comes to us that's outside our legislative remit, we'll advise the complainant of other options to follow or agencies who may be able to help so they feel heard.
- 4.3 Build a consistent and structured approach to managing our relationships, listening and adapting our approach based on feedback and sharing information that will help our peers.
- 4.4 Engage with Victorians who experience vulnerability or marginalisation to better understand community needs and concerns.

What success looks like

- Victorians understand and value the outcomes of our investigations and coordinated work.
- We make timely referrals of information and complaints to other bodies.
- Everyone is clear on what information can and cannot be shared.

Our strategy in action

We're fiercely independent in our investigative work, but value collaboration when it's appropriate.

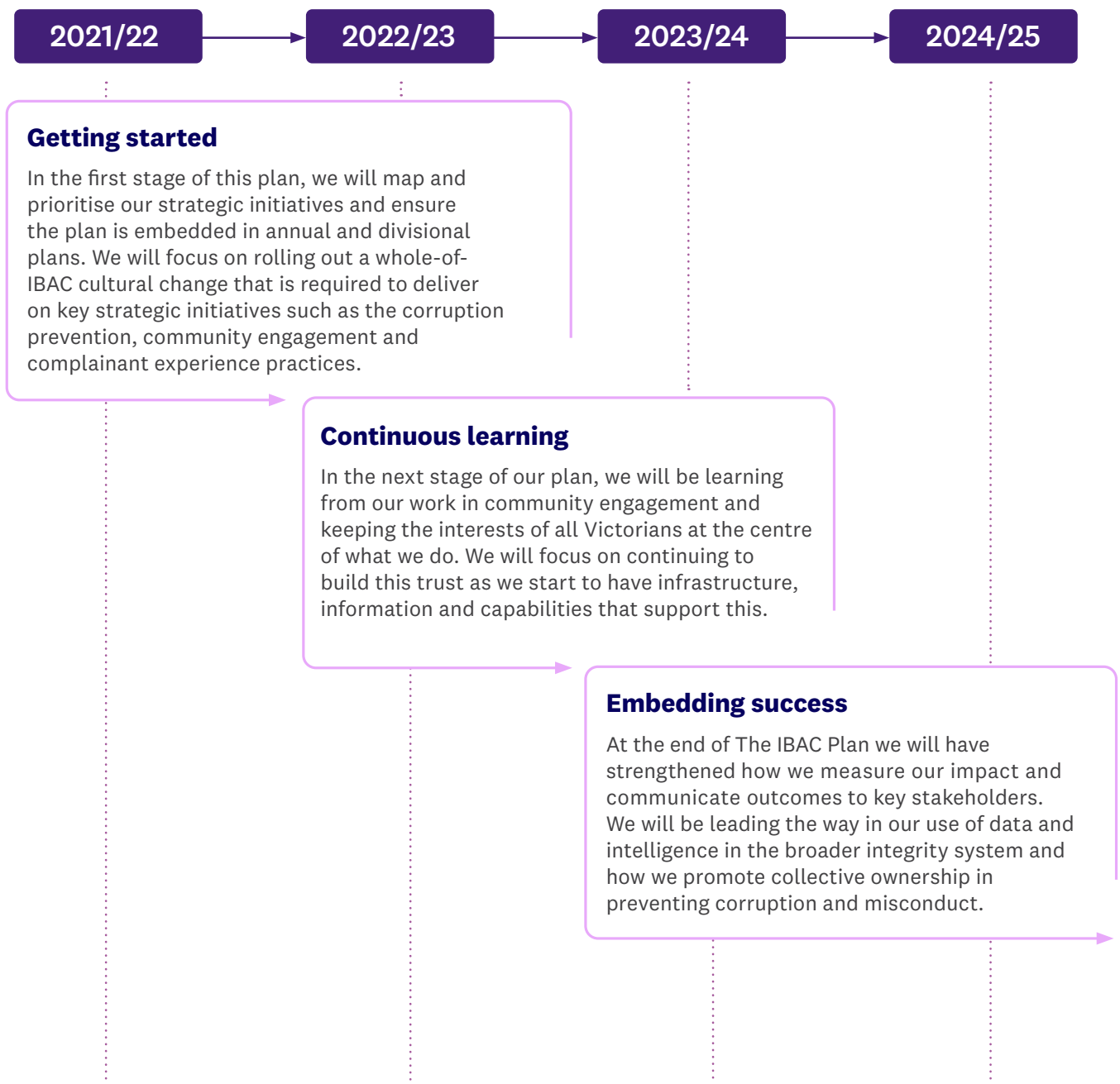
That's why we're developing a comprehensive Investigations Framework, which will articulate our role and the role of other integrity and oversight agencies in investigating public sector corruption and police misconduct.

We're consulting with the Victorian community, public sector agencies and Victoria Police to build a consistent and structured approach to investigating public sector corruption and police misconduct.

We want to put the interests of all Victorians at the centre of all we do and make sure everyone who interacts with us understands our processes and what we can and can't do.

Bringing The IBAC Plan to life

The IBAC Plan connects with our annual planning to help guide our efforts and sequence our strategic priorities over the next four years.



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