

# 2018–21 Corporate Plan

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Victoria



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# Message from the Commissioner

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. At the Independent Broad-based Anti-corruption Commission (IBAC), we have an ambitious plan to deliver over the next three years. We are firmly committed to achieving our goals for the benefit of all Victorians.

This Corporate Plan 2018–21 sets out our direction for the next three years. It identifies the opportunities and challenges we face in identifying, exposing and preventing public sector corrupt conduct and police misconduct, and how we will address these.

## Strengthening independent police oversight

One of our most important functions is our independent oversight of Victoria Police. Over the next three years we will build our capacity to investigate more complaints concerning serious police misconduct. We will also increase the number of reviews we undertake of complaints investigated by Victoria Police. We will improve the way in which we explain our processes and decision making, providing more information and clarity to those who make a complaint to us.

We will continue to conduct strategic research, audits and other initiatives to identify ways in which Victoria Police can improve its systems and practices to prevent police misconduct and corruption.

## Promoting ethical leadership

The best resistance to corruption comes from within. Victoria needs a sound approach to the way we build systems and cultures that support integrity within all our public sector bodies. This is not something that can be externally imposed. While there will always be a need for independent oversight and investigation of serious integrity breaches, our focus at IBAC continues to be on fulfilling our prevention and education functions. We will continue to work with the whole of the Victorian public sector, Victoria Police and the community to increase understanding of corruption and police misconduct, and educate on prevention.

Importantly, we will work to inform public sector organisations on how to build cultures that are committed, able and willing to publicly expose and deal with integrity breaches.

## Safeguarding our independence

It is paramount that IBAC maintains our independence and continues to build a reputation as a trusted and respected anti-corruption and independent police oversight agency. It is vital to ensure we have sufficient authority, powers and resources. We will continue to embrace an organisational culture of integrity, applying due diligence to everything we do, retaining strong internal governance processes and practices, and ensuring we apply the highest quality and integrity standards to all our work.

## The future

IBAC has achieved significant outcomes for Victoria in its first five years of operation, but there is much more to do. We recognise the important role we perform for the people of Victoria and value the significant trust placed in us.



The Honourable Robert Redlich QC  
Commissioner

# Message from the Chief Executive Officer

This corporate plan explains our focus, priorities and how we will achieve our legislated responsibilities and purpose over the next three years. Victorians rightly expect that people working for the public sector, including Victoria Police, will always perform their duties with integrity. IBAC plays a vital role as part of the Victorian integrity system in helping to make sure this happens. Consequently, the Victorian community has high expectations of us as the independent oversight agency of the public sector and they deserve the best from us. The opportunities and challenges we face today and into the future have informed and shaped our strategic direction for the next three years.

We recognise that our operating environment is changing rapidly and we need to anticipate and respond to this in all our work. To stay ahead of such changes, we need to be able to attract and retain highly-skilled, specialist staff to undertake increasingly sophisticated data and intelligence analysis, more complex investigations, and to develop and deliver innovative corruption prevention strategies.

A constant feature of our work is increased expectations – from the Victorian community and through it the parliament and the government of the day – for IBAC to do more, and do it more effectively. We also have to be able to measure and demonstrate our effectiveness.

## In the next three years, IBAC will:

- develop better reporting of suspected corrupt conduct and police misconduct, in particular by the public sector and police
- increase the number and improve the timeliness and quality of investigations, and of our reviews of matters that we refer to other bodies for investigations, including Victoria Police
- enhance our intelligence and research capabilities
- build the capacity of the public sector and police to prevent corrupt conduct
- help develop an effective and meaningful integrity system at the state and national level
- adapt and respond to changes in our legislation, or challenges to our powers and jurisdiction
- attract and retain the best people with the right skills and qualifications, values behaviour, and experience
- demonstrate integrity in all our work by being a model for corruption resistant culture, policies and practices.

## When we will deliver

**By 2019**, we will complete the foundations for more effective and efficient organisational systems and processes.

**By 2020**, we will have better integrated our expository and prevention functions, and our investigations will have high impact.

**By 2021**, we will have the support and confidence of the public and parliament, with strong partnerships across the integrity system, and continue to demonstrate our value to Victorians.



**Alistair Maclean**  
Chief Executive Officer

# Our organisation at a glance

## Our vision

A Victorian public sector that actively resists corruption

## Our purpose

To prevent and expose public sector corruption and police misconduct in Victoria

## About us

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 and we work to expose and prevent it.

We do this by:

- receiving and assessing complaints and notifications, including assessing all complaints to see if they qualify as protected disclosures
- 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 on the detrimental impacts of corruption and how it can be prevented.

Our 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 our priorities. Our work is underpinned by our values and culture which works to support a strong approach to ensuring there is integrity in all we do.

## 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 trust the competence of the people we work with.

## Our work

### Investigating and exposing corruption and police misconduct

We receive and assess complaints and notifications alleging public sector corruption and police misconduct. We prioritise for investigation allegations of serious or systemic corruption and misconduct. As part of our investigations, we may conduct hearings. As a result of our investigations, we may bring criminal proceedings, refer matters to the Office of Public Prosecutions, and make recommendations to help prevent corruption. We publish reports and prepare other resources to inform the community about corruption, its impacts and how it may be prevented.

### Preventing corruption and police misconduct

We design, deliver and evaluate a comprehensive range of prevention initiatives to empower individuals to identify and report corruption, support organisations to build effective corruption and misconduct controls, and strengthen societal norms to create a strong and lasting anti-corruption culture. We work with others in the Victorian and Australian integrity system to promote corruption prevention strategies.

### Legal advice and compliance

We provide legal and compliance services to the Commissioner and the organisation. We aid and support investigations, represent IBAC in court, respond to litigation, and provide commercial legal advice. We also help IBAC's statutory compliance and monitor Victoria Police statutory compliance.

## Victoria's integrity system

Victoria's democratic system, our economic and social development, and our community values are supported by the promotion of integrity in all our public institutions and services, particularly in the behaviour and conduct of public sector employees.

Our integrity system is made up of IBAC, the Victorian Ombudsman, the Victorian Auditor-General's Office and other agencies.

## Oversight and accountability

We account for how we responsibly use our powers, comply with various legal obligations and effectively manage risk. We are scrutinised by the Victorian Inspectorate and the IBAC Parliamentary Committee. The Victorian Inspectorate monitors our compliance with the *Independent Broad-based Anti-corruption Commission Act 2011 (Vic)* (IBAC Act) and other legislation. The IBAC Parliamentary Committee monitors and reviews our performance and functions, and examines reports we publish.

Unless there are clear operational or legal constraints, we share our work publicly, including on our website and through other media.

## Our legislation

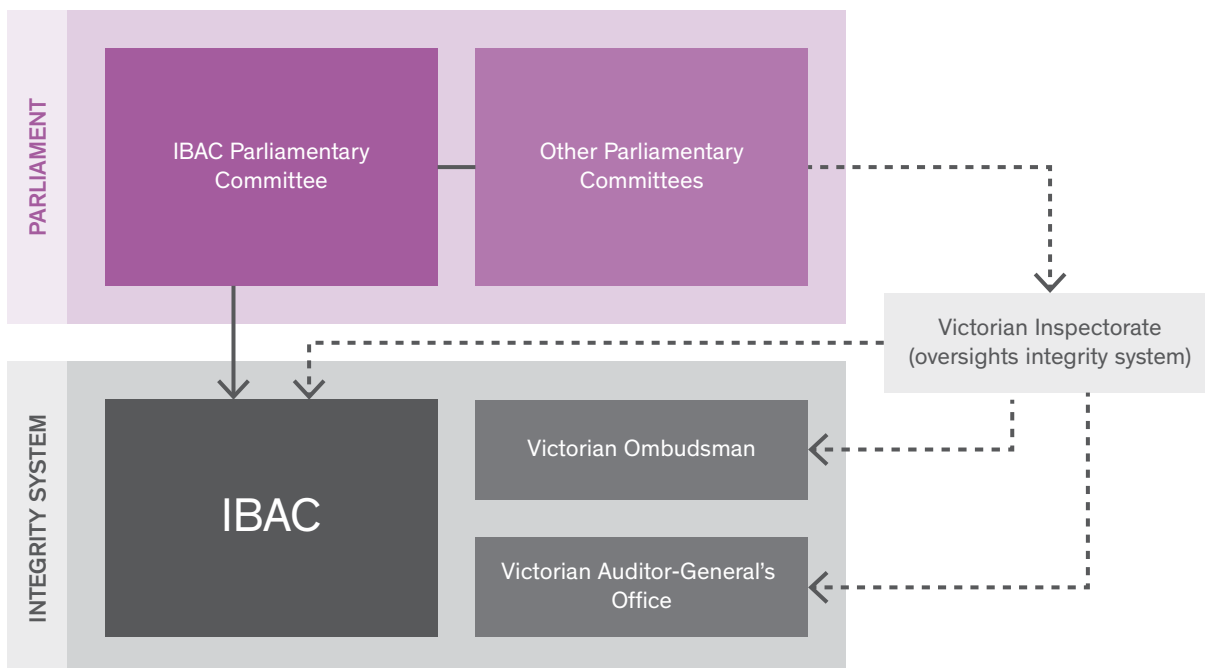
The IBAC Act outlines our functions, powers and our relation to other public sector integrity agencies. The *Protected Disclosure Act 2012* (PD Act) defines IBAC's central role in deciding which complaints are treated as 'protected disclosures'.

IBAC receives and assesses complaints about alleged corrupt and improper conduct in the Victorian public sector. As part of its assessment, IBAC determines which complaints warrant protected disclosure status under the PD Act. Under the PD Act, only IBAC, the Victorian Ombudsman, Victoria Police, the Judicial Commission of Victoria and the Victorian Inspectorate can investigate complaints that have protected disclosure status. IBAC determines which of those agencies is best placed to investigate the particular complaint and accordingly refers the matter to that agency for investigation.

In addition, IBAC also has responsibility under the PD Act for issuing guidelines on handling disclosures and on managing the welfare of people who make protected disclosures, and has a responsibility to provide information and education about the protected disclosure scheme.

We are provided with powers and functions under a number of other Acts, and we are required to comply with a range of Acts and regulatory frameworks. A full list is available on our website.

**FIGURE 1: IBAC'S OVERSIGHT AND ACCOUNTABILITY ARRANGEMENTS**



# Opportunities and challenges

We work in a rapidly changing environment. The development of increasingly complex patterns of corruption, an explosion of big data, and digital transformation is putting pressure on the ability of Victoria's integrity system to continuously evolve and grow and meet obligations and expectations. To be successful, IBAC must adapt to changing demands and expectations. We must also identify and take opportunities to improve.

We will build our investigative capacity and focus on investigations and reviews into police integrity, and expand our role to support public sector agencies, particularly management and leadership teams, in their efforts to expose and prevent corrupt conduct.

## Meeting future operational demands

- IBAC needs highly skilled and experienced people with the right values. We are operating in a competitive market, therefore our recruitment and retention strategies and practices need to be of the highest order.
- IBAC is defined and confined by the powers and functions established under the IBAC Act and PD Act. These may change through legislative amendment and court challenges. We must ensure we have the capability, capacity and authority to meet the full scope of our legislative obligations.
- Our operating model must be flexible to anticipate and respond effectively to changes in our external environment. This includes changing community expectations that we do more in the police jurisdiction. In the midst of such change, we must ensure IBAC has the necessary powers, resources, technology and systems to do its work.

## Strengthening Victoria's corruption resistance

- Public sector agencies, including Victoria Police, need to understand what corruption is, be aware of their vulnerabilities and be able to implement effective actions to actively prevent corruption. Strong public sector leaders and managers who are willing to expose and deal with integrity breaches are critical to achieving this. IBAC plays an important role in building public sector and police corruption prevention capability and fostering a strong culture of integrity across the public service.
- We must adapt to meet the evolving needs and expectations of our community, and work to maintain broad community awareness of, and trust in, IBAC as a part of Victoria's integrity system.
- IBAC can only build an accurate picture of corruption and police misconduct risks with good information from the complaints and notifications we receive, and from our intelligence capability. We have to improve the quality of that information, including by ensuring public interest disclosers are protected.

## Keeping pace with digital disruption and social change

- We have more data available to us than ever before. This creates opportunities for IBAC to analyse a broad range of information to get meaningful insights on corruption trends and risks. We have an opportunity to enhance our access to, and use of, public sector datasets and to strengthen our own data analytical skills and tools.
- Social media, traditional media and 24-hour news cycles can quickly inform the community about corruption and police misconduct and influence perceptions of our public institutions. Our engagement work needs to adapt and evolve with changes to media and other means of communication.
- Digital transformation and communication encryption technology, especially the increasing use of commercially available encrypted messaging applications, present particular challenges to our expository functions.



## IBAC's priorities for the next three years

### Vision

A Victorian public sector that actively resists corruption

### Exposing and preventing corruption and police misconduct

- Adopt a proactive approach across all of IBAC's operations.
- Respond effectively and intelligently to complaints, notifications and reports.
- Inform the public sector and police of corruption risks and prevention strategies.
- Strengthen our use of data, analysis and applied research.
- Increase our investigative and review capacity of police misconduct.
- Encourage the development of the right culture in public sector organisations, including Victoria Police.

### A highly-capable and forward-looking organisation

- Improve our efficiency and effectiveness by working smarter and collaboratively.
- Enhance our IT systems, digital capability and information security.
- Strengthen our partnerships across the integrity system.
- Be proactive and responsive to change.

### A respected, trusted independent statutory agency

- Strengthen awareness of, and confidence in, IBAC.
- Enhance the way we measure and report on the public outcomes and impact of our work.
- Maintain our independence and impartiality as a statutory agency.
- Promote a culture of accountability and transparency.

### Investing in our people

- Build our workforce planning and human resources capability.
- Develop our people.
- Promote an inclusive, healthy and safe workplace.

## Exposing and preventing corruption and police misconduct

Over the next three years IBAC will proactively expose, investigate and prevent corruption and police misconduct. We will strengthen our core organisational capabilities to enable us to:

- better understand and identify corruption and misconduct risks
- expose serious and systemic corruption and misconduct
- help shape a public sector that actively resists corruption.

### Our priorities

#### 1.1 Adopt a proactive approach across all of our operations

We will be proactive in the way we conduct all of our operations. We will actively identify future needs, trends and work which needs to be done, rather than waiting for something to happen or to become evident. We will enhance our strategic intelligence capabilities so that our resources and effort are effectively targeted and integrated. We will engage with our partners and stakeholders to collect and analyse intelligence to inform our strategic decision making and operations.

#### 1.2 Respond effectively and intelligently to complaints, notifications and reports

We are skilled at identifying serious and systemic cases of corruption and police misconduct. We will encourage reporting of suspected corruption and police misconduct, respond to reports appropriately and focus on investigations that result in significant, substantive outcomes. We will work collaboratively across the organisation to integrate our investigations and prevention efforts.

#### 1.3 Inform the public sector and police on corruption risks and prevention strategies

We will help the public sector and police to understand their corruption vulnerabilities so they can better recognise, respond to and resist corruption. We will do this through our prevention initiatives, stakeholder engagement and communications, and through our research and audit work.

#### 1.4 Strengthen our use of data, analysis and applied research

We will enhance our data analysis, predictive modelling and knowledge-sharing capabilities to better identify and expose more complex patterns of corruption and misconduct. We will identify and adopt international best practice and expertise to analyse and respond to emerging trends.

#### 1.5 Increasing investigative and review capacity into police misconduct

We will continue to grow and build our investigative and review capacity to increase our independent oversight of police, and ensure police investigations of complaints are thorough, appropriate and impartial.

#### 1.6 Encouraging the right culture in public sector organisations

We will actively encourage management in public sector bodies to identify, investigate and publicly expose serious breaches of integrity, to set and model the expected standards, develop corruption-resistant cultures and to drive the right behaviour.

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## What success looks like in Year 3

- We have high-quality strategic intelligence and tactical capabilities to successfully investigate, expose and prevent corruption and police misconduct.
- We have an integrated centralised data repository across IBAC to provide a trusted source for case management reporting, analytics and insights.
- We have a mature corruption and misconduct prevention program that enhances public sector and community understanding of corruption and how it can be prevented.
- The Victorian public sector, including police and the broader community are more willing to report instances of corruption and misconduct. And public sector employees and the community will know about the protections available to them when they speak up, under Victoria's protected disclosure regime.
- The Victorian public sector, including police, use our special reports on investigations, research and recommendations to inform their strategies and activities to expose and prevent corruption and police misconduct.
- The public sector and community understand our functions and role, and actively support the development of a public sector, including police, that embraces integrity in all its work, and actively resists corruption and police misconduct.

### **A highly-capable and forward-looking organisation**

Victoria's integrity system must continue to adapt and evolve. This is vital because increasingly complex patterns of corruption, an explosion of big data, and digital transformation demands new approaches. In the next few years, we will leverage new technology, research and other innovations so we can work smarter and continue to evolve as an effective organisation. We will continuously review and improve our processes, systems, resources and tools, and find new and sophisticated ways of dealing with the changing and complex patterns of corruption and police misconduct. We will work alongside other agencies across Victoria's integrity system to support anti-corruption efforts.

### **Our priorities**

#### **2.1 Improve our efficiency and effectiveness by working smarter and collaboratively**

We will explore opportunities to streamline our internal processes and improve efficiency. We will break down organisational barriers by encouraging our people to work more collaboratively across divisions, to foster a culture of cross-organisational learning and knowledge sharing to achieve the best outcomes.

#### **2.2 Enhance our IT systems, digital capability and information security**

We will embrace new technology to improve our operating systems and digital capability, with a focus on improving the way we work and keeping pace with public sector developments. As technology evolves, we will continuously identify and pursue opportunities to strengthen the security of our systems and information.

#### **2.3 Strengthen our partnerships across the integrity system**

We will work collaboratively with our partners in Victoria's integrity system to deliver positive outcomes for all Victorians. We will support meaningful engagement with our counterparts in other jurisdictions, as well as the community, to build awareness and understanding of systemic corruption risks and vulnerabilities and how these may be addressed.

#### **2.4 Be proactive and responsive to change**

Victoria's integrity system and public perceptions of corruption are evolving. We will be proactive in the way we anticipate and manage legislative, regulatory and policy changes, as well as addressing evolving community needs and expectations. We will ensure our operating model remains future-focussed and sustainable.

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## What success looks like in Year 3

- We have effective and meaningful partnerships with Victoria's public sector, police and other key stakeholders, working towards positive outcomes for all Victorians.
- Our organisational framework supports collaboration and knowledge sharing across the organisation.
- We have fit-for-purpose IT systems, digital capability and information security systems.
- Our change management practices are effective in anticipating and responding to change.

### **A respected, trusted independent statutory agency**

Public trust is crucial for effective government and the efficient functioning of our public institutions. It is an indicator of successful performance. A trusted, respected and well-functioning anti-corruption agency is a fundamental pillar of Victoria's integrity system. We will continue to hold ourselves accountable to the highest standards and maintain our independence and impartiality. We will continue to demonstrate our value to Victorians by measuring and communicating our work and the outcomes we deliver for the police, the public sector and the community.

### **Our priorities**

#### **3.1 Strengthen awareness of, and confidence in, IBAC**

We will continue to build public trust and confidence in IBAC and the integrity system. We will communicate our role and achievements to the community and work to strengthen our public profile. We will enhance our engagement and communication strategies to increase stakeholder awareness and to support our corruption exposure and prevention work.

#### **3.2 Enhance the way we measure and report on the public outcomes and impact of our work**

All public sector departments and statutory agencies must clearly demonstrate their value to individuals, communities, businesses and government. We will enhance the way in which we measure and report on the outcomes and impacts of our work.

#### **3.3 Maintain our independence and impartiality as a statutory agency**

It is important that IBAC maintains its operational, administrative and financial independence in order to uphold community confidence and trust in the independence and impartiality of our investigations and outcomes. We will work to ensure that we continue to have sufficient powers, resources, technology and systems to maintain our statutory independence regardless to changes in our external environment.

#### **3.4 Promote a culture of accountability and transparency**

As an integrity body, we take seriously our responsibility to model exemplary standards of accountability and integrity. We will work to strengthen and maintain an organisational culture that embraces and models integrity. We will ensure our governance and performance frameworks promote accountability and transparency. We will regularly audit and review our operational, administrative and financial performance and decisions, and we will focus on providing exceptional leadership to ensure we continue to use our powers and resources appropriately and maintain public confidence.

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## What success looks like in Year 3

- Victorians have greater trust and confidence in the integrity of their police, the public sector and public institutions, and Victoria's integrity system.
- We continue to comply with our legislative obligations, and be accountable and responsive to parliament.
- We have sufficient powers and the legal and financial resources to maintain our independence and support good performance.
- We demonstrate our value by measuring and reporting on the outcomes we deliver for Victoria.

## Investing in our people

Our highly-skilled and specialised workforce is committed to exposing corruption and police misconduct and building a corruption-resistant Victoria. IBAC will continue to invest in attracting and retaining a highly skilled, diverse and adaptable workforce. We will enable our people to develop the skills they need to succeed and have rewarding careers. We will continue to develop and embed a strong culture that embraces integrity, and where our people are valued and supported.

## Our priorities

### 4.1 Build our workforce planning and HR capability

We need a highly-skilled workforce with broad experience and expertise to effectively prevent and expose public sector corruption and police misconduct. Over the next three years, we will identify the capabilities our organisation needs to be a leading anti-corruption agency now and in the future. We will analyse any current or anticipated gaps or risks and develop a plan to address this. And we will invest in recruiting people with the right skills, qualifications, attitudes and experience to meet our current and future demands.

### 4.2 Develop our people

We will support our people to build their experience and expertise, to develop new skills and to pursue opportunities to learn from others. We will ensure that professional development plans are meaningful to individuals and connect an employees' skills and competencies with our purpose, vision and strategic priorities. We will develop our leaders so they have the skills, support and courage to think and work strategically, to promote integrity behaviours, and to build and sustain high-performing teams.

### 4.3 Promote an inclusive, healthy and safe workplace

We will protect the health, safety and wellbeing of our people. We will strengthen our recruitment and health and safety policies to support diversity, inclusion, wellbeing and flexible working. We will promote a culture that ensures our people always demonstrate our organisational values.



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## What success looks like in Year 3

- We attract people with the right skills, experience and expertise needed for IBAC's future.
- We have a healthy retention rate.
- Our people experience rewarding professional development and training opportunities.
- We always model our values of fairness, professionalism, courage, respect and trust.
- Leaders at all levels of our organisation are empowered to make decisions and shape the organisation's future direction.
- Our staff will be and feel safe at work.
- Our people have clearly defined performance goals aligned to IBAC's objectives.

## Implementing our corporate plan

Year 1 (2018/19)

**Build on our foundational capabilities**

**In Year 1**, we will build on the internal systems and processes developed in our first five years. In particular, we will implement our new case management system.

We will also identify and plan for enhancing our future capabilities, such as monitoring and reviewing investigations conducted by other agencies. We will also develop and retain people with the skills and experience that we need.

Year 2 (2019/20)

**Embed our 'proactive' operating model**

**In Year 2**, we will have the necessary capabilities, systems and processes in place to embed a proactive operating model for IBAC. We will focus on:

- integrating our expository and preventative work
- ensuring our operations are informed by data analysis, research and insights into systemic corruption risks and police misconduct
- targeting our efforts on high impact investigations and prevention activities, those with the greatest potential to expose, and prevent serious and systemic corruption and police misconduct.

Year 3 (2020/21)

**Measure and grow our impact**

**In Year 3**, we will focus on the public impact and value of our work, in particular by building community and key stakeholder awareness of, and confidence in, IBAC. Ensuring we have strong partnerships across the integrity system, in particular with the Victorian Ombudsman and the Auditor-General.

## Delivery and oversight arrangements

IBAC will monitor and report on implementation of the priorities outlined in the Corporate Plan 2018-21.

Annual business plans will identify specific actions to support the priorities set out in this corporate plan.

Members of the IBAC Executive will be nominated to oversee progress against actions identified in annual business plans, with specified timeframes and delivery dates.

The sequencing of actions in our business plans will reflect the focus of our three implementation horizons for the corporate plan:

- build on our foundational capabilities
- embed our proactive operating model
- measure and grow our impact.

The corporate plan will be reviewed annually, and updated as necessary.

## Risk management framework

IBAC manages risk through our internal Risk Management Framework and associated processes, with additional oversight by the Audit and Risk Management Committee. Our risk management approach is aligned with the Victorian Government Risk Management Framework and international risk management standards.

Our Risk Management Framework consists of a risk management policy, procedure and plan, risk appetite statement, and supporting guides and tools. It also covers business continuity and critical incident management with linkages to relevant plans.

Our strategic organisational risks span:

- service delivery
- our workforce
- authorising environment
- systems and information security.

We have a tiered approach to managing and monitoring risks at strategic, divisional and business unit levels, with risk identification, management and treatment built into our organisational processes and systems.

We report biannually to the Audit and Risk Management Committee.

## Performance and monitoring

Our performance in each focus area will be monitored and assessed using a combination of quantitative and qualitative approaches. This will include our Budget Paper No.3 performance measures, published in the Victorian State Budget Papers.

### Focus Area 1: Exposing and preventing corruption and police misconduct

- Assess trends in mandatory notifications to assess the effectiveness of our prevention and engagement efforts.
- Monitor our timeliness in assessing complaints or notifications about public sector corrupt conduct and police personnel conduct.
- Monitor the number of corruption prevention initiatives and our satisfaction ratings to ensure our delivery is effective.
- Monitor our timeliness in completing investigations, taking into account the complexity of each case.

### Focus Area 2: A highly-capable and forward-looking organisation

- Review the initiatives to implement new technology and capability, monitoring progress through regular performance reporting.
- Monitor the effectiveness of our engagement strategies to strengthen our partnerships across the integrity system.
- Monitor security of our systems and information, utilising our compliance and assurance mechanisms.
- Monitor progress of initiatives planned to drive process and system efficiencies.

### Focus Area 3: A respected, trusted independent statutory agency

- Monitor the implementation of IBAC recommendations that are made to external agencies, ensuring action and timely progress.
- Ensure all high risk recommendations by our internal auditor are implemented.
- Ensure compliance against statutory obligations through our assurance program and regular reporting.
- Ensure the effective and efficient use of budget and other resources.

### Focus Area 4: Investing in our people

- Analyse and respond to workforce gaps, develop succession plans and other required strategic HR initiatives.
- Develop and measure staff performance and development against business and corporate plans.
- Allocate adequate learning and development resources to identified training and other professional development requirements.
- Appropriate workforce diversity, including diversity in gender and cultural background.
- Monitor staff retention rates and leave balances.
- Monitor occupational health and safety incidents, and WorkCover and other claims.

## Budget Paper No.3 performance measures

These measures form part of a suite of indicators used to monitor the efficiency and effectiveness of our work, and are aligned to our legislated functions of exposing and preventing corruption and police misconduct. These measures are reported twice a year and published in our annual report.

Performance measure <sup>1</sup>	Target
Complaints or notifications about public sector corrupt conduct (excluding police personnel conduct and police personnel corrupt conduct) assessed by IBAC within 45 days.	85%
Complaints or notifications about police personnel conduct and police personnel corrupt conduct assessed by IBAC within 45 days.	90%
Number of corruption prevention initiatives (including resources, publications and events) delivered by IBAC; breakdown by sector.	90
Satisfaction rating with corruption prevention initiatives delivered by IBAC.	95%
Proportion of IBAC investigations into public sector corrupt conduct (excluding police personnel conduct and police personnel corrupt conduct) completed within 12 months.	75%
Proportion of IBAC investigations into police personnel conduct and police personnel corrupt conduct completed within 12 months.	75%

<sup>1</sup> Correct at time of publishing

