



Responses to IOC Questions on Notice – Tranche One

December 2024

No.	Committee Question	IBAC Response
1	How much money did IBAC request and receive through the Treasurer's Advance in the 2022/23 and 2023/24 reporting periods?	<p>Prior to re-base lining IBAC's budget, the IBAC was reliant on one-off funding supplementation, such as Treasurer's Advance (TA), to meet increasing operational resource demands.</p> <p>In 2022/23, \$8.6 million (m) was approved in Treasurer's Advance and IBAC ultimately utilised \$4.7m of approved TA.</p> <p>Note: The TA included \$7m held in contingency as part of the ongoing funding announced in the 2022-23 State budget to increase the base operational capacity of IBAC to ensure it operates effectively and efficiently into the future.</p> <p>This funding was held in contingency pending approval of the base review report by the IBAC Base Review Steering Committee. This funding was released in December 2022 as a Treasurer's Advance and the primary reason IBAC utilised approximately half of the TA that year was because the funding became available half way through the year.</p> <p>In 2023/24, \$1.2m was approved as TA and IBAC fully utilised the available TA funding.</p>
2 (i)	Please provide a full copy of IBAC's 2024 People Matter Survey results.	Copy is provided at Attachment B
2 (ii)	What action has IBAC taken, or is taking, in relation to areas for improvement it has identified in the 2024 People Matter Survey results—including with respect to negative behaviours, work-related stress	<p>IBAC is committed to taking action to address the areas for improvement identified in the 2024 People Matter Survey results.</p> <p>Presentations have been held across the organisation from the Senior Leadership through to individual teams, providing all staff with the results of the survey.</p> <p>Following extensive consultation across the organisation, actions that IBAC are taking to address the 2024 People Matter Survey include:</p>

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	(including workload), and senior leadership strategy and direction.	<ul style="list-style-type: none"> • Whole of Organisation: The Acting CEO delivered key PMS findings at an all staff meeting • Divisional Level: <ul style="list-style-type: none"> ○ Each Executive Director delivered division specific PMS findings to their divisions ○ Each division has developed a People Matter Survey Action Plan to identify the specific 'themes' staff wish to address over the next 12 months ○ Based on those 'themes' core objectives have been documented in Culture Action Plans outlining the actions each division will implement to address the core 'theme.' ○ Cultural Action Plans will be published on the internal intranet on a quarterly basis to outline actions that have been taken to address the identified issues • Leadership Level: <ul style="list-style-type: none"> ○ All People Leaders have met to discuss the results of the PMS ○ The Senior Leadership Team have met and identified four key themes from the PMS they will be addressing over the next 12 months ○ These themes will form the Senior Leadership Cultural Action Plan ○ The four key themes will be actioned through the development of dedicated working groups to address each theme ○ A chairperson for each working group has been selected ○ All Senior Leadership Team members are required to participate in at least one working group ○ Where there is a crossover between individual division themes and the Senior Leadership Team themes, staff will be invited to participate in the working groups.
2 (iii)	What is the benefit of the Stopline reporting system that IBAC has introduced?	<p>Stopline was launched to address the 2022 People Matter Survey results. Stopline is an external independent reporting service that allows staff to make anonymous complaints.</p> <p>This reporting service is one of many options available to IBAC employees and contractors to report misconduct.</p> <p>Providing this service is part of IBAC's commitment to fostering a culture of integrity, honesty, respect and professionalism.</p>

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3	<p>Has IBAC made progress, since the 2022 independent performance audit, in addressing the issues it was experiencing with recruiting staff? How many positions within IBAC are currently vacant?</p>	<p>IBAC has made changes to its recruitment practices since the 2022 independent performance audit to improve transparency. This includes:</p> <ul style="list-style-type: none"> • requiring all positions greater than 6 months to be advertised externally and all positions greater than 4 weeks to be advertised internally as an ‘expression of interest’ • All recruitment activity is required to be undertaken using the organisation’s E-Recruitment system • Shortlisting of candidates is undertaken using a ‘matrix’ process • Recruitment panels consist of at least three members and include gender diversity. Panel members are required to complete a conflict-of-interest declaration • A set of pre-written interview questions is prepared for all applicants to be scored against • A selection report is required to be submitted at the conclusion of each recruitment process outlining the scores of all interviewed applicants, and a summary outlining the factors that led to the determination of the preferred candidate/s • All recruitment processes in ‘identified’ business units as identified by the Executive Leadership Team are required to complete a psychometric test as part of the assessment process • All ‘preferred’ candidates are required to have a minimum of two reference checks undertaken. One of those reference checks must be from a referee the preferred candidate has directly reported to within a reasonable time frame (reasonable time frame is often determined by the length of time the preferred candidate has spent in previous relevant roles) • All applicants are required to complete a probity check prior to recommendation for appointment <p>Turnover rates have reduced from 20 per cent in 2023/23 to 12.96 per cent in 2023/24.</p> <p>The vacancy rate is currently 10%. This is reflective of recent turnover rates and also reflects the work taken to fill a number of positions that have previously been difficult to fill.</p>
4	<p><i>Note that this response will be provided in Tranche Two</i></p>	
5	<p>Since the 2021/22 reporting period, how has IBAC improved the ways it demonstrates its productivity to the public, particularly its increasing efficiency with respect to the volume</p>	<p>IBAC’s Service Charter sets out our commitment to being responsive to complainants, from the point of receiving a complaint to when investigations are completed.</p> <p>Due to increasing complaints and ever more comprehensive assessment processes, the triage and assessment processes have evolved to meet growing community and stakeholder expectations, and to comply with the advice of our oversight body. This has led to more detailed, in-depth assessments. For example, in 2021 IBAC’s average assessment length on a complaint that was referred was approximately</p>

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	and complexity of its complaints workload?	<p>1800 characters. In 2024 an average assessment length for a complaint that is referred is 4300 characters.</p> <p>To provide more context around the quality of work completed by IBAC, in November 2024, IBAC proposed a new BP3 quality measure - Average rating of sampled complaint or notification assessments that conform with quality standards (Target 80%) to DTF as part of the 2025/26 Departmental Performance Statement process. IBAC intends to include this measure in its IBAC Annual Plan 2025/26 and report performance in its annual report for that year.</p> <p>IBAC has also taken a number of steps to improve its existing complaint management practices. For complainants, this includes updated correspondence to be in plain English, introduced Enquiry and Intake Officers whose role is to speak to complainants directly and introduced an intake and triage coordinator, a complaints coordinator, and a verbal complaints policy (that allows complaints to be received verbally),</p> <p>IBAC has also refined our processes including triage, reviewing delegations and introducing a quality assurance framework to support auditing and feedback for staff. Training for assessment staff has focussed on improving awareness of trauma-informed practice and family violence, and building capability around verbal engagement with complainants.</p> <p>In 2023 IBAC launched a new website that included improvements to both the 'complaint form' and 'provide information form'. The improvements included better instructions about the complaints process.</p> <p>IBAC continues to work towards optimisation of its complaint handling service, with further improvements planned in FY24/25.</p>
6		<i>Note that this response will be provided in Tranche Two</i>
7	Apart from IBAC's strategic focus areas, what factors inform IBAC's decision to monitor an ongoing Victoria Police investigation of a referred complaint or to review a completed Victoria Police investigation of a referred complaint?	<p>As part of IBAC's independent oversight of Victoria Police, we review selected internal police investigations to assess whether:</p> <ul style="list-style-type: none"> • they are thorough, impartial and fair • findings are evidence-based • outcomes are reasonable and in accordance with public expectations. <p>In 2022/2023, IBAC completed 192 reviews of Victoria Police investigations, including 42 reviews of serious police incidents.</p> <p>In addition to the Strategic Focus Areas, IBAC considers the following factors when determining if an investigation should be reviewed:</p> <ul style="list-style-type: none"> • seriousness of allegation(s)

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		<ul style="list-style-type: none"> • seniority or position of personnel involved • established patterns of behaviour or previous history • location based on the police risk system • issues of strategic or public interest • common management practices or systemic issues • vulnerability of complainant • human rights. <p>Complementing the review work, IBAC also undertakes active monitoring of select matters. Active monitoring involves IBAC officers proactively accessing Victoria Police systems to obtain current information as to the status of an investigation.</p> <p>When determining if an ongoing Victoria Police investigation should be actively monitored by IBAC, the following factors are considered:</p> <ul style="list-style-type: none"> • Does the conduct engage a Strategic Focus Area, including high risk locations and stations based on the police risk system? • Is the suspected conduct serious having regard to the severity of any alleged harm or potential harm, and the presence of any aggravating circumstances? • Does the suspected conduct involve a vulnerable member of the community (whether as a witness, complainant, or victim)? • Has the welfare/health or safety of a complainant been (or is being or will be), adversely affected by the suspected conduct? • Is the suspected conduct currently occurring, or is it likely to occur in the future? • Are there systemic issues of the suspected conduct that have broader impacts on the public? • Does the suspected conduct fall within one of IBAC's strategic focus areas? • Has a serious criminal offence been, (or is it being, or may it be) committed as a result of the suspected conduct? • Does the suspected conduct give rise to a breach of a person's human rights? • Is an actual, potential or perceived conflict of interest likely to arise?

No.	Committee Question	IBAC Response
8	<p>Has IBAC, in conjunction with the Victorian Inspectorate, developed procedural guidelines on the holding of public examinations, including on the meaning and scope of ‘unreasonable damage to a person’s reputation, safety or wellbeing’?</p>	<p>IBAC has prepared a draft ‘Guide for witnesses appearing in IBAC public examinations’ and is working to refine and finalise the document. When completed, it will be published to our website.</p> <p>Among other things, the guide will set out for witnesses:</p> <ul style="list-style-type: none"> • what to expect at a public examination • why the Commissioner may decide to hold a public examination • what factors must be considered in making such a decision • the role of the examiner and counsel assisting, and who else might be present • their rights and responsibilities, including the right to apply to hold part of a public examination in private • welfare considerations and supports. <p>This includes an explanation of ‘unreasonable damage to a person’s reputation, safety or wellbeing’.</p> <p>IBAC has no plans to hold public examinations at this time. If IBAC considers public examinations are appropriate, we will ensure that further guidance is available to witnesses.</p>
9	<p>How has IBAC’s police work area risk-identification model informed and improved its oversight of Victoria Police?</p>	<p>IBAC launched an internal Police Risk System early in 2022/23, which uses various data inputs to assess the risk levels of both metropolitan and regional Victoria Police stations.</p> <p>Indicators were selected for their strong correlation with higher levels of complaint reporting or their relevance to IBAC’s Strategic Focus Areas, including people at higher risk of use of force. Indicators such as staff attrition rates at police stations, local demographic factors, and particular types of allegations about the subject police stations, are all factors that influence the overall risk score assigned to each police station.</p> <p>The Police Risk System can be used to compare relative risk scores across police stations and may contribute to the decisions IBAC makes regarding the prioritisation of resources for investigations, reviews and other activities.</p> <p>The dashboard has been widely adopted throughout the organisation, particularly by operational, prevention, engagement, reviews and strategic risk teams. For example, the dashboard is referenced in proposals for new preliminary inquiries into police serious misconduct, when assessing complaints by the Focused Police Complaints Team and when preparing operational intelligence products.</p>

No.	Committee Question	IBAC Response
		<p>The dashboard provides context to the executive in discussions about risks associated with particular police officers or work units, and is used to identify suitable police work units for targeted engagements. It is also used in defining IBAC's Strategic Focus Areas.</p> <p>Feedback on the utility of the risk model has been collected throughout 2023/24, which will contribute to future refinements as needed.</p>
10	<p>What preparations has IBAC made with respect to its new compliance and reporting function in relation to Victoria Police's registration and management of human sources?</p>	<p>The establishment and implementation of new Victoria Police external oversight powers, including human source management, is a priority outlined in IBAC's 2024/25 Annual Plan, released in late June this year.</p> <p>Funding for IBAC's new legislative functions under the <i>Human Source Management Act 2023</i> has been the subject of standard budget bid processes. IBAC requires additional funding to support its oversight of police powers in this new area.</p> <p>IBAC's Human Source oversight function commenced at the end of September this year. IBAC's External Oversight Unit (EOU) is responsible for performing IBAC's external oversight functions. The team has undertaken considerable work in preparation for the new functions, including:</p> <ul style="list-style-type: none"> • mapped inspection requirements and developed internal policies and procedures • liaised with Victoria Police to understand how their systems and processes can be used to acquit IBAC's oversight function • recruited three new Compliance Officers to the EOU to assist with the increased workload required to execute IBAC's human source management functions • updated its inspection and reporting schedule to incorporate additional inspections and reports. <p>IBAC is planning to commence its first inspection under the Human Source Management Act in February 2025.</p>
11 (i)(ii)(iii)	<p><i>Note that these responses will be provided in Tranche Two</i></p>	
12	<p><i>Note that this response will be provided in Tranche Two</i></p>	
13	<p><i>Note that this response will be provided in Tranche Two</i></p>	
14	<p>Please provide a copy of IBAC's External Communication and Reporting Framework once finalised.</p>	<p>IBAC finalised and published the External Communication and Reporting Framework in 2023-24 and will continue to implement the new framework including governance arrangements and updates to associated templates, policies and procedures in 2024-25. A copy is provided at Attachment C.</p>

No.	Committee Question	IBAC Response
15	Please respond to the Committee's questions in the table below with respect to IBAC's acceptance of and/or progress in implementing, outstanding IOC recommendations made to the agency.	Responses relating to outstanding IOC recommendations are provided in the next table.

Committee Question 15 – Recommendation Responses

Inquiry into the performance of Victorian Integrity agencies 2019/20 report

Rec no.	Committee question/s	IBAC response
1	What were the findings and recommendations of Risk Strategies’s review of IBAC’s Health, Safety and Wellbeing Strategy 2021–23? What action has IBAC taken in response to the review?	<p>The 2021-23 Health Safety and Wellbeing (HSW) strategy implementation review was completed in May 2023.</p> <p>Approximately 70% of the HSW strategy has been successfully implemented. IBAC was assessed as having a score of 60% based on the VPS ‘Leading the Way’ Framework. This rating is quantified as a ‘consolidated level of OH&S maturity.’</p> <p>Based on ISO 45001 which is the benchmark for best practice management system design and development, three areas of non-conformance were identified (HSW Risk & Compliance Planning, HSW Objectives, Targets & Plans & HSW Support processes), two areas of opportunity for improvement (HSW Leadership and Performance Evaluation & System Review) and one area that conformed (Operational Controls) were identified.</p> <p>Strengths identified include:</p> <ul style="list-style-type: none"> • Priority risk improvement projects had commenced • New work has commenced to assist staff with managing complainant behaviours such as suicide threats and other vicarious trauma risks • Improvement to the onboarding process • Development of face-to-face vicarious trauma training materials • A new virtual courtroom to assist training of staff to reduce stress during court visits • Promotional campaigns around speaking up. <p>Four areas of improvement were identified, and the following actions have been undertaken to address them:</p> <ol style="list-style-type: none"> 1. Monitoring of HSW risks and control strategies – there was no operation HSW risk registers or risk assessment to enable management to formally review risk control effectiveness on a regular basis. Work to implement risk registers and risk assessments has now been completed. 2. HSW ownership/safety culture – while staff performance reviews include performance goals and two aspirational value goals, there are no HSW related objectives or activities for teams or personnel to

		<p>complete. As of the 2024/25 performance period all performance plans have a HSW related objective.</p> <p>3. Workplace inspections – office workplace inspections reports over the past few quarters are spasmodic. This has now been rectified and each DWG provides a quarterly inspection report to the HSW Manager.</p> <p>4. There is no formal training needs analysis describing mandatory risk-based training obligations for each role within the organisation. This work is currently underway.</p> <p>IBAC is developing a new 2025 – 2028 Health, Safety and Wellbeing Plan, outlining six strategic priorities over the next three years. The plan will incorporate a mental health framework to ensure the psychological safety of all staff remains a priority, as well as an accessibility action plan, ensuring the organisation is supportive of staff with varying levels of disability. The plan is expected to be finalised February 2025.</p>
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Inquiry into the education and prevention functions of Victoria’s integrity agencies

Rec no.	Committee question/s	IBAC response
1	Please provide a progress update and a time frame for full implementation if not fully implemented.	<p>In February 2022, IBAC published its 2021-2023 Focus Communities Strategy, which established a multi-year community education and stakeholder engagement program to ensure IBAC is accessible, accountable and engaged with our community, in particular with three identified communities: Aboriginal and Torres Strait Islander communities, LGBTIQ+ communities and multicultural communities. This recommendation has been fully implemented.</p> <p>In 2024/25, IBAC is implementing its next Community Engagement Strategy, which will be published in January 2025.</p>
2	Please provide a progress update and a time frame for full implementation if not fully implemented. As part of the progress update, please advise whether IBAC has developed a new Community Strategy?	<p>IBAC delivered its 2021-2023 Focus Communities Strategy, with initiatives including:</p> <ul style="list-style-type: none"> • translation of resources • a flowchart about the process for handling complaints against police and PSOs • a podcast on IBAC’s complaint handling process • IBAC’s ‘You have the right to not remain silent’ campaign encouraging identified communities to speak out against police misconduct and raising awareness of IBAC’s police oversight role. <p>This recommendation has been fully implemented.</p> <p>In 2024/25, IBAC is implementing its next Community Engagement Strategy, which will be published in January 2025.</p>

4	Please provide a progress update and confirm that the recommendation has been fully implemented.	IBAC's new website makes it easier for people to report corruption and misconduct, with forms supported by clearer step by step instructions; improvements to accessibility of the complaint form and the ability to provide information anonymously via the complaint form. In 2023, IBAC also published a suite of new PID resources, including an e-module, videos, factsheets, and FAQ documents. These include details of the protections available for Public Interest Disclosures. This recommendation has been fully implemented.
5	<i>Note that this response will be provided in Tranche Two</i>	
6	<i>Note that this response will be provided in Tranche Two</i>	
13 & 14	<i>Note that this response will be provided in Tranche Two</i>	
15 & 16	Noted in IBAC's 2022/23 annual report as having been implemented. Please confirm that the recommendations have been fully implemented.	<p>A dedicated section on prevention and education impact was included in the 2022/23 Annual Report. As IBAC continues to refine its measurement of the quality and impact of prevention and education initiatives it will expand reporting in its Annual Report. This will include measures of participant satisfaction and intent to apply learnings.</p> <p>An account of the recommendations IBAC has made during the relevant financial year, by number, type and sector was included in the 2022/23 annual report and subsequent reports.</p> <p>These recommendations have been fully implemented.</p>
<i>Performance of the Victorian Integrity agencies 2020/21: focus on witness welfare report</i>		
Rec no.	Committee question/s	IBAC response
5	<i>Note that this response will be provided in Tranche Two</i>	
6	Please provide a progress update and a time frame for full implementation if not fully implemented.	<p>This IOC recommendation was made prior to IBAC establishing an internal witness liaison team.</p> <p>In February 2023, IBAC established a dedicated witness liaison team to assist the organisation to identify, assess, and manage welfare risks. The witness liaison team help develop engagement plans to support regular communication with witnesses at all stages throughout an investigation, including during the drafting and tabling of a report, and, if applicable, any subsequent prosecution.</p> <p>The witness liaison team proactively engage witnesses at key times in an operation, for example, when a witness receives a summons or confidentiality notice, as well as before, during and after examinations, and through natural justice process ahead of report tabling. The frequency of witness liaison is determined by the presentation of the witness. Witness liaison officers also provide witnesses with information about, or referrals to, external counselling services and resources. In general, witnesses engaging with witness liaison officers are all offered referral to IBAC's external welfare provider, Carfi,</p>

		<p>with their consent. Witness liaison officers do not provide counselling or have a therapeutic relationship with witnesses.</p> <p>Carfi provides counselling support with many witnesses involved in IBAC operations. If a witness presents as showing welfare risks - the witness liaison team can request consent for a proactive call from Carfi, and/or arrange to have Carfi on standby. Our external witness support services (now Carfi, previously Converge) frequently attend private examinations and or/provide support to witnesses at conclusion of search warrant or other high stress interactions.</p> <p>This recommendation is now considered closed.</p>
7	Please provide a progress update and a time frame for full implementation if not fully implemented.	<p>See response to IOC question 8 for more information on IBAC’s development of a ‘Guide for witnesses appearing in IBAC public examinations,’ which includes guidance on decision making requests under s 117(3A)(a) of the IBAC Act. IBAC expects that the guide will be published on IBAC’s website in 2025.</p> <p>IBAC has updated its processes and procedures to capture data relating to requests received and own motion determinations under s117(3A). An application form was not implemented, as it was felt it would be unreasonably restrictive to require witnesses to make an application. A witness can make such a request before or during their examination, including verbally.</p>
<i>The independent performance audits of the Independent Broad-based Anti-corruption Commission and the Victorian Inspectorate report</i>		
Rec no.	Committee question/s	IBAC response
1.1.1	Information provided in IBAC’s 2023/24 Annual report noted. Please confirm that the recommendation has been fully implemented.	This recommendation has been fully implemented.
1.1.3	Please provide a progress update and a time frame for full implementation if not fully implemented.	This recommendation has been fully implemented.
1.1.5 & 1.1.6	<i>Note that this response will be provided in Tranche Two</i>	
1.1.8	Please provide a progress update and a time frame for full implementation if not fully implemented.	In April 2024 IBAC implemented a dashboard to capture and report details of its use of coercive and other powers. The dashboard provides “at a glance” snapshots of IBAC’s use of individual powers and enables streamlined reporting for IBAC’s internal compliance function. This recommendation is fully implemented.

1.3.2	Information provided in IBAC's 2023/24 Annual report noted. Please provide a time frame for completion.	The Intelligence Framework was launched on 7 February 2024 and is now in implementation phase. In 2024 we delivered a comprehensive intelligence training curriculum for all intelligence practitioners at IBAC, established a committee dedicated to overseeing and innovating operational and strategic intelligence at IBAC and established a monthly forum for intelligence practitioners to share, learn and network. The Intelligence Charter and Intelligence Policy have now been approved and updated procedures and templates are finalised. IBAC is continuing to embed the framework into the way we work, and implementation will be complete by June 2025.
1.4.2	Information provided in IBAC's 2023/24 Annual report noted. Please confirm that the recommendation has been fully implemented.	The recommendation has been fully implemented.
2.1.1	Please provide a progress update and a time frame for full implementation if not fully implemented.	In April 2024 IBAC implemented a dashboard to capture and report details of its use of coercive and other powers. The dashboard provides "at a glance" snapshots of IBAC's use of individual powers and enables streamlined reporting for IBAC's internal compliance function. This recommendation is fully implemented.
2.2.1	Please provide a progress update and a time frame for full implementation if not fully implemented.	All IBAC policies and procedures are made available on the internal intranet and regularly reviewed and updated as required. This recommendation has been fully implemented.
2.2.2	Information provided in IBAC's 2023/24 Annual report noted. Please provide a time frame for completion.	<p>The Investigations Framework was implemented in September 2023. The purpose of the Investigations Framework is to provide greater clarity for IBAC employees in managing investigations throughout their lifecycle which is transparent, repeatable, defensible and proportionate.</p> <p>An internal review of the Investigations Framework was undertaken in February 2024; followed by an effectiveness audit undertaken by IBAC's auditors, Deloitte in July 2024. A number of areas for improvement were identified, including decreased efficiency and autonomy due to increased governance and increased administration. An action plan is currently being developed to incorporate feedback and findings arising from the reviews, which is expected to be completed by the end of October 2024.</p> <p>An updated version of the Investigations Framework is operational as at 1 November 2024. The updated version has addressed areas of improvement identified in the audit, including:</p> <ul style="list-style-type: none"> • increasing efficiency • recalibrating decision-making • reducing administration overheads and over reporting

		<ul style="list-style-type: none"> refining the Terms of Reference for the working groups and committees enhancing templates.
2.3.1	Please confirm that the recommendation has been fully implemented.	This recommendation has been fully implemented.
2.3.2	Please provide a progress update and a time frame for full implementation if not fully implemented.	These risks are embedded in IBAC's Risk Register and guideline. This recommendation is fully implemented.
2.3.3	Please provide a progress update and a time frame for full implementation if not fully implemented.	An External Recommendations Register has been developed that is updated quarterly. This recommendation is fully implemented.
2.5.2	Please provide a progress update and a time frame for full implementation if not fully implemented.	IBAC's Facilities and Security team undertakes an annual process to ensure all IBAC staff have completed the annual Change of Circumstance (COC) declaration process. This recommendation is fully implemented
3.1.1	<i>Note that this response will be provided in Tranche Two</i>	
3.3.2	<i>Note that this response will be provided in Tranche Two</i>	
3.3.3	Please provide a progress update and a time frame for full implementation if not fully implemented.	IBAC has implemented a naming convention policy. This recommendation is fully implemented.
3.6.1	Please provide a progress update and a time frame for full implementation if not fully implemented.	IBAC included questions on trust in the 2024 perceptions of corruption surveys. IBAC will transition to including questions on trust in an annual survey instrument, subject to funding. This recommendation is fully implemented.
4.3.1	<i>Note that this response will be provided in Tranche Two</i>	
4.5.1	Please provide a progress update.	<p>The People Strategy has focused on the following objectives to date:</p> <ul style="list-style-type: none"> Incorporation of the revised VPS capability framework into the organisation's performance and recruitment processes

		<ul style="list-style-type: none"> • Implementation of the Organisation’s Leadership Development Program • Development of the new Workplace Health and Safety Plan including the incorporating of the mental health framework (currently in draft to be finalised early 2025). <p>It should be noted a review of the current People Strategy objectives is currently under way. This review will ensure alignment between our People objectives and our new organisational strategy set to commence July 2025.</p>
4.5.2	Please provide a progress update and a time frame for full implementation if not fully implemented.	An assessment of the 2022 PMS survey results has been completed and addressed in the development of the 2023-2026 People Strategy and annual action planning following annual PMS results.
4.5.3	Please provide a progress update. As part of the progress update, please advise how IBAC assessed the success of its People Strategy 2022 (i.e., the performance measures used).	<p>In 2022/23, IBAC reviewed the 2019–2022 People Strategy due to the then challenging operational environment, which was heavily impacted by COVID-19.</p> <p>The Strategy is comprised of three streams. For the 2022/23 Financial Year progress was made as follows:</p> <ul style="list-style-type: none"> • People stream: <ul style="list-style-type: none"> ○ commenced a review of our OHS strategy to ensure our people are supported to improve their wellbeing ○ streamlined our recruitment and employee onboarding ○ commenced a formal review of the payroll practices to identify improvement opportunities • Culture stream: developed the organisation’s Reconciliation Action Plan (RAP) • Capability stream: implemented service recognition awards program to recognise the extremely valuable contribution that IBAC employees have made to the organisation over a sustained period <p>The strongest indication of the successful implementation of the People Strategy are from our People Matter Survey Responses and include:</p> <ul style="list-style-type: none"> • Overarching employee engagement has continued to increase year on year over the past 3 years • 11% increase in the belief that recruitment practices across the organisation were fair over the past three years • 10% increase in the belief that promotion processes were fair over the past three years.

4.6.1	Please provide a progress update.	Pending a review of the current People Strategy, and its alignment with the new organisational strategy, a decision will be made whether to proceed with the implementation of the training needs analysis or whether other priorities have emerged that will need to be implemented before this one.
<i>Performance of the Victorian Integrity agencies 2021/22 report</i>		
Rec no.	Committee question/s	IBAC response
1	Please advise whether IBAC accepts the recommendation and, if so, provide a progress update and a time frame for full implementation if not fully implemented. The Committee notes that this recommendation was endorsed by the Victorian Auditor-General's Office in its Annual report 2023-24 (p. 27).	This recommendation is not accepted. This recommendation was considered most recently at the PEAC meeting in June 2024 and it was agreed that it was not considered appropriate for the VI to be included as a core member of the PEAC as they do not perform a key prevention or education function.
2	<i>Note that this response will be provided in Tranche Two</i>	
3	<i>Note that this response will be provided in Tranche Two</i>	