



ICAC·OPI

Independent Commissioner
Against Corruption

SOUTH AUSTRALIA

Office for Public Integrity

STRATEGIC PLAN

2021 » 2024

COMMISSIONER'S FOREWORD



I am pleased to publish my first strategic plan as the Independent Commissioner Against Corruption. Since taking office I have been impressed by this office's capabilities and its impact on integrity in public administration.

This strategic plan builds upon the work undertaken by my predecessor, the Hon. Bruce Lander QC. It sets out four key priority areas: excellence in operations, ethical and accountable workforce, engagement and collaboration and delivering value.

We will continue to emphasise the importance of best practice and maintaining an ethical and accountable workforce. Effectiveness, efficiency and high standards will be a key to our success.

But maintaining integrity in public administration requires all public officers to play their part. That is why we will strengthen our partnerships with other agencies and harness opportunities to engage in joint activities. We will work side by side with agencies to reduce the risks of corruption and effectively deal with corruption when it does arise.

Above all we will focus on delivering value. By measuring and improving our impact, better sharing our knowledge, being more public about our investigation activities and improving our use of data, we will deliver significant value to public administration and the public.

I am confident that the objectives and activities set out in this strategic plan will ensure we play our part in preserving and promoting integrity in public institutions.

A handwritten signature in black ink, appearing to read 'Ann Vanstone'.

THE HON. ANN VANSTONE QC

**INDEPENDENT COMMISSIONER
AGAINST CORRUPTION**

OUR VISION

A state in which public institutions insist on the highest standards of integrity.

OUR PURPOSE

Preserve and promote integrity in public administration through the investigation of corruption in public administration and proactive prevention and educational initiatives.

OUR VALUES



OUR STRATEGIC PRIORITIES

Excellence in operations

STRIVE FOR BEST PRACTICE

Apply sound methods

- ▶ Develop and apply effective techniques in assessments and investigations

Exercise good judgement

- ▶ Make considered decisions based upon the information available and the public interest

Use information and data to direct the development of prevention initiatives

- ▶ Evaluations, reports and other prevention initiatives will be driven by available data and other information sources to ensure the most effective use of resources

CHALLENGE AND LEARN

Constantly challenge our practices

- ▶ Analyse and review all significant activities, including investigations, prosecution outcomes, judicial decisions and prevention activities to identify strengths and weaknesses in our practice
- ▶ Engage independent parties to review our practices and procedures to support continuous improvement
- ▶ Communicate lessons from our successes and failures both internally and externally

MONITOR PERFORMANCE

Set organisational performance targets

- ▶ Set targets for core activities and measure performance against those targets

Seek feedback from stakeholders

- ▶ Invite and review feedback on the performance of core activities from stakeholders such as the Director of Public Prosecutions, South Australia Police, public authorities, public officers and the public

Ethical and accountable workforce

INSIST ON HIGH STANDARDS

Proactive performance management

- ▶ Regular performance feedback and guidance will be complemented by compulsory six-monthly formal performance reviews

PROMOTE DIVERSITY, INCLUSIVENESS AND FAIRNESS IN THE WORKPLACE

Embrace diversity to improve performance

- ▶ Drive better outcomes by supporting a multidisciplinary and diverse workforce

Maintain excellence in recruitment

- ▶ Undertake thorough recruitment processes, incorporating aptitude and psychometric testing and stringent security and integrity checking

Implement workplace integrity charter

- ▶ Develop and implement a workplace integrity charter to be signed by every employee detailing standards of behaviour required to foster a diverse and inclusive workplace

MAINTAIN A CULTURE BUILT ON ORGANISATIONAL VALUES

Excellence

- ▶ We lead by example and demonstrate best practice
- ▶ We continually strive to improve our capabilities, skills and knowledge
- ▶ We are committed to professionalism and service

Accountability

- ▶ We are responsible for our actions and decisions
- ▶ We use our resources responsibly
- ▶ We scrutinise ourselves as vigorously as we scrutinise others

Independence

- ▶ We conduct ourselves without fear or favour and make decisions according to law

Collaboration

- ▶ We encourage the sharing of knowledge and ideas
- ▶ We actively seek the contribution and perspectives of others
- ▶ We work together to achieve best outcomes

Respect

- ▶ We treat everyone with respect, fairness and courtesy
- ▶ We take our responsibilities seriously and use our powers carefully

Integrity

- ▶ We are fair and unbiased in all our dealings
- ▶ We are honest, trustworthy, reliable and fearless in fulfilling our duties

Engagement and collaboration

STRENGTHEN PARTNERSHIPS

Develop or enhance information sharing

- ▶ Establish information sharing arrangements with interstate anti-corruption agencies and South Australian integrity agencies such as the Ombudsman and Auditor-General

Harness opportunities for joint activities

- ▶ Encourage operational and prevention based activities in partnership with relevant agencies to maximise impact
- ▶ Actively support and assist other agencies in their prevention activities

DEVELOP OR FACILITATE DEVELOPMENT OF DATA DRIVEN EDUCATION INITIATIVES

Contribute to the development of education programs by other agencies

- ▶ Support other agencies in developing education programs aimed at improving integrity in public administration

Deliver value

MEASURE AND INCREASE OUR IMPACT

Assess our impact

- ▶ Engage suitable resources to assess the impact of our activities on integrity in public administration utilising established research methodologies

Strengthen effectiveness

- ▶ Tailor our activities to target known integrity challenges

ENHANCE EFFICIENCY AND EFFECTIVENESS

Invest in our people

- ▶ Encourage and support training and development opportunities for employees to best equip them to perform their duties efficiently and effectively

Invest in our systems

- ▶ Review and refine our systems to ensure they continue to complement our work

SHARE OUR KNOWLEDGE

Reporting externally

- ▶ Deliver more reports on integrity issues to the Parliament, public authorities and the public

Briefing public authorities

- ▶ Expand briefings to public authorities about known integrity issues, trends and themes relevant to that authority

IDENTIFY OPPORTUNITIES TO MAXIMISE TIMELINESS

Remove or reduce barriers to efficiency

- ▶ Regularly review, identify and minimise barriers to the timely completion of core activities such as assessments and investigations

STRENGTHEN OUR USE OF DATA

A new strategic intelligence unit

- ▶ Establish a strategic intelligence unit designed to analyse data holdings and other information sources to identify trends, issues and emerging opportunities for proactive investigations, prevention activities and public reports

ORGANISATIONAL PERFORMANCE TARGETS

Acknowledge in writing the receipt of a complaint or report under the *Independent Commissioner Against Corruption Act 2012* within an average of two working days

Respond to general enquiries within five working days

Review and respond to disputes about the outcome of an assessment within 20 working days

Assess all complaints and reports made under the *Independent Commissioner Against Corruption Act 2012*, and notify the complainant or the reporter of the outcome of the assessment, within an average of 20 working days

Complete 80% of all corruption investigations within 9 months of the decision to investigate

Develop and/or deliver 60 prevention, education or information initiatives each year

Review reports of investigations undertaken by public authorities (where a direction was issued to report back) within an average of 10 working days



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