



ICAC

Independent Commission
Against Corruption

SOUTH AUSTRALIA

STRATEGIC PLAN

2025 » 2028

FOREWORD

I have pleasure in introducing the Independent Commission Against Corruption's Strategic Plan 2025–2028. This plan was largely developed with Commissioner Vanstone before her departure and builds on the direction set in the 2021–2024 Strategic Plan.

Over the next four years, the Commission will maintain its focus on delivering value to the community, with an emphasis on enhancing communication about our work and the impact we create, as well as increasing anti-corruption awareness within the South Australian public sector.

Our people remain central to everything we do. We will continue to foster a supportive, open, and resilient culture, while developing management skills and technical expertise within our team.

We will build on the progress we have made in improving our governance and operations, further developing our systems and technological capabilities, while striving to minimise negative impacts on people's welfare.

Our commitment to ongoing collaboration with public sector agencies will continue, as we share resources and knowledge. We will also work alongside other integrity bodies to enhance understanding and strengthen trust in the sector as a whole.

This strategic plan will ensure that we maximise our reach and effectiveness, while continuing to build public confidence in the integrity of South Australian public administration.

JULIE-ANNE BURGESS

CHIEF EXECUTIVE OFFICER



OUR VISION

A state in which the community can be confident that public institutions maintain the highest standards of integrity.

OUR PURPOSE

To serve the public interest by promoting integrity in public administration through the investigation of corruption and proactive prevention and educational initiatives.



OUR STRATEGIC PRIORITIES

PRIORITY ONE DELIVER VALUE TO OUR COMMUNITY

- ▶ Conduct high quality and timely corruption investigations and prevention activities
- ▶ Provide an accessible service to the community and the public sector, to encourage reporting and help organisations prevent and address corruption
- ▶ Increase anti-corruption literacy in the community and the public sector, including through developing public resources
- ▶ Identify and advocate for legislative and regulatory change where it is necessary to prevent corruption
- ▶ Operate openly and publicly to keep the community informed about the work we do and the value we add
- ▶ Proactively identify areas at risk of corruption.

PRIORITY TWO DEMONSTRATE EXCELLENCE IN OUR OPERATIONS

- ▶ Be an exemplar, striving for best practice in our operations
- ▶ Gather and utilise accurate data
- ▶ Focus our efforts on work that best uses our expertise
- ▶ Monitor our performance, including through seeking feedback from our staff and other stakeholders
- ▶ Report openly on our performance, including to our staff and other agencies, the public and the Parliament
- ▶ Ensure we have the right systems and technology to support our work
- ▶ Wherever possible, strive to minimise the impact our work has on the welfare of people.

PRIORITY THREE BUILD STRONG PARTNERSHIPS

- ▶ Cooperate and form partnerships with other integrity agencies, including law enforcement agencies within the state and elsewhere in Australia
- ▶ Engender trust by engaging with and sharing resources and information with SA public sector agencies, including their internal integrity sections.

PRIORITY FOUR BUILD AN EFFICIENT, SKILLED AND RESILIENT WORKFORCE

- ▶ Build and support high quality management skills, technical expertise and internal services
- ▶ Collaborate in interdisciplinary teams to enhance the work of the Commission
- ▶ Build a supportive, open and robust culture, where our people have the confidence to do their work without fear or favour
- ▶ Adopt best practice policies and procedures with a focus on efficient and effective workflows
- ▶ Promote diversity, inclusion and fairness in the workplace
- ▶ Maintain the highest ethical standards.

MEASURES

- ▶ We complete 80% of corruption investigations within 9 months; recognising that 20% of our investigations are complex and time consuming. We never compromise an investigation to meet a timing target
- ▶ We develop 60 prevention, education or information initiatives each year
- ▶ We complete at least 2 evaluations of public authorities each year
- ▶ We make at least 50 recommendations to improve public administration each year
- ▶ We review 4 internal processes each year.