Our Strategic plan 2025–29

Our strategic plan defines our vision, our strategic focus and priorities, and the impact we want to see from our work.

Vision
The future we strive to create

Victoria is fair

People are kept at the centre of decision making

Human rights are protected and promoted

Public bodies are open and accountable

Intent
The value we bring through our role

We protect human rights
as the independent complaint handler and investigator, and by making it easier for those experiencing disadvantage to complain.

We enhance integrity
by investigating serious matters and exposing maladministration and improper conduct.

We ensure fairness
through independent and impartial complaint resolution and by promoting fair and reasonable decision making.

We champion continuous improvement
and assist public bodies to learn from complaints and investigations and work constructively to identify solutions.

Strategic themes
The areas we will focus on and what we seek to achieve

Our prevention
Proactive education and engagement

- Strengthening constructive relationships with key stakeholders
- Improving capabilities in administration and complaint handling across public bodies
- Leveraging intelligence to drive improvements

Our oversight
Independent and considered approach

- Increasing flexibility in how we use our range of oversight tools
- Highlighting issues that are of community concern, or that we determine are systemic or in the public interest
- Leading impactful investigations and enquiries

Our communities
Trusted and effective services

- Increasing engagement with communities experiencing marginalisation
- Tailoring assistance for people who need the most help in seeking a fair outcome from government
- Making it easier to access and navigate the complaint system

Our people and systems
A capable and future-focused organisation

- Investing in our people to thrive and continuing to develop emerging leaders
- Building collaboration across our organisation and the integrity and oversight sector
- Enhancing our data analytics and technology capabilities for the future
- Securing independent and sustainable resourcing

Outcomes
The impact we want to see from our work

We are respected stewards for good public administration and integrity.

We have a lasting impact on fairness, equity and integrity in Victoria.

Our role and services are well known, accessible and valuable.

We are capable, curious and collaborative. Our systems are resilient and scalable.

Values
Foundations of our identity

Fairness **Impact** **Trust**