Integrity NT

Independent Commissioner
Against Corruption

Annual Report

2025-26

Purpose of this report

This report covers the period from 1 July 2025 to 30 June 2026. The Office of the Independent Commissioner Against Corruption (OICAC) became part of the broader Office of the Integrity and Ethics Commissioner (Integrity NT) on 1 June 2026. This report therefore focusses on the work of the OICAC leading up to that change but also refers to relevant aspects of the Integrity NT's work after that date. For ease of reference, the report will primarily refer to OICAC.

The 2025-26 Annual Report of the Office of the Independent Commissioner Against Corruption (OICAC) has been prepared to comply with annual reporting requirements under:

- section 128 of the *Independent Commissioner Against Corruption Act 2017* (the ICAC Act)
- parts 3 and 9 of the *Information Act 2002*.

This annual report also highlights the performance of the OICAC in 2025-26 against approved budget outputs and key performance measures as published in the Northern Territory Government's 2025-26 Agency Budget Statements (Budget Paper no. 3).

Acknowledgement of Country

The Office acknowledges Aboriginal and Torres Strait Islander people as Traditional Custodians of the land on which we work and live, and pays respect to Elders past and present, and emerging community leaders.

Published by Integrity NT

© Northern Territory Government 2026

Apart from any use permitted under the *Copyright Act 1968* (Cth), no part of this document may be reproduced without prior written permission from the Northern Territory Government through Integrity NT.

Enquiries can be directed to:

Office of the Integrity and Ethics Commissioner
Level 7, 9 Cavenagh Street, Darwin NT 0800
GPO Box 3750, Darwin NT 0801

Freecall: 1800 250 918

Email: icac.nt@icac.nt.gov.au

icac.nt.gov.au

Letter of Transmittal

The Honourable Lia Finocchiaro MLA
Chief Minister of the Northern Territory
GPO Box 3146
DARWIN NT 0801

Dear Chief Minister

In accordance with section 128 of the *Independent Commissioner Against Corruption Act 2017* (ICAC Act) I present my annual report for the period 2025-26.

Section 128(3) of the ICAC Act requires you to table a copy of this report to the Legislative Assembly within 6 sitting days of you receiving it.

Yours sincerely



Peter Shoyer
Integrity and Ethics Commissioner (as ICAC)

30 September 2026

Contents

Letter of Transmittal 3
Contents 4
Foreword: Commissioner Shoyer 5
Independent Commissioner Against Corruption 6
The Office of the ICAC 7
- Office of the ICAC organisational structure 7
- Reporting on OICAC's key performance indicators 9
- Compliance with section 128 of the ICAC Act 9
- Financial performance 9

Operations Unit 10
- Functions and objectives 10

Strategic Intelligence and Reviews Unit 17
- Functions and objectives 17
- 2025-26 Strategic Intelligence and Reviews Unit performance 17

Legal Unit 19
- Functions and objectives 19
- 2025-26 Legal Unit performance 19

Prevention and Engagement Unit 20
- Functions and objectives 20

Corporate Services Unit 22
- 2025-26 Corporate Services Unit performance 22
- Governance 23
- External oversight 24
- Financial management 24
- Freedom of information 29

Glossary 30

Foreword: Commissioner Shoyer

I present the 2025-26 Annual Report of the Office of the Independent Commissioner Against Corruption (ICAC).

This reporting period has been one of significant transition and change. For the first eleven months of the year, the Office operated under the leadership of two Acting Independent Commissioners Against Corruption before I commenced as Commissioner on 1 June 2026: Mr Greg Shanahan and Ms Naomi Loudon. During this time, the Office continued to deliver its statutory responsibilities under the *Independent Commissioner Against Corruption Act 2017* (NT) while also preparing for a new phase of organisational reform and integration.

June 2026 saw the establishment of the Office of the Integrity and Ethics Commissioner ("Integrity NT"), bringing together several Northern Territory integrity functions, including the ICAC, within a single organisation. As at the date of this report, the agency remains in a period of transition and reorganisation. Significant work is underway to align systems, processes, governance arrangements and resources across the newly amalgamated agency. This work is being undertaken with a clear objective: to improve efficiency, strengthen capability and ensure public resources are used effectively, while maintaining the independence, integrity and quality of work expected under the ICAC Act and the other legislation under my remit.

Despite these changes, the Office continued to deliver strong outcomes across its assessment, investigation, prevention and engagement, legal, and review functions. During the year, the Office received a substantial volume of reports and allegations of improper conduct, completed assessments within established timeframes, progressed complex investigations, delivered education and prevention activities across the Northern Territory, and completed significant review work aimed at strengthening integrity within public administration. The Office also continued to monitor and promote implementation of recommendations arising from investigations and reviews.

The results achieved throughout 2025-26 reflect the professionalism, commitment and resilience of staff during a period of considerable organisational change. I acknowledge the efforts of all staff who remained focused on delivering the Office's statutory functions while adapting to new structures and ways of working. Their dedication has ensured that the Office continued to provide independent oversight and support confidence in the integrity of public administration across the Northern Territory.

Looking ahead, my focus will be on building a strong and sustainable Integrity NT together with the Chief Executive Officer, Mr Reece P Kershaw APM, that is equipped to meet future challenges while remaining firmly committed to the principles of integrity, accountability, transparency and public trust.

The transition to the Office of the Integrity and Ethics Commissioner presents a significant opportunity to enhance the delivery of integrity services across government and the wider community. I am confident that, through careful reform and continued commitment to our legislative responsibilities, the organisation will be well placed to fulfil that role.



Peter Shoyer

Integrity and Ethics Commissioner (as ICAC)

Independent Commissioner Against Corruption

This report covers the period from 1 July 2025 to 30 June 2026. The Office of the Independent Commissioner Against Corruption (OICAC) became part of the broader Office of the Integrity and Ethics Commissioner (Integrity NT) on 1 June 2026. This report therefore focusses on the work of the OICAC leading up to that change but also refers to relevant aspects of Integrity NT's work after that date. For ease of reference, the report will primarily refer to OICAC.

The Independent Commissioner Against Corruption (ICAC) has responsibility for discharging a range of statutory functions prescribed in the ICAC Act.

Those functions are:

a) *to identify and investigate improper conduct;*

b) *to protect persons who have assisted or may assist in detecting, preventing, investigating or otherwise responding to improper conduct;*

c) *to prevent, detect and respond to improper conduct by:*

   i. *developing and delivering education and training; and*

   ii. *auditing or reviewing practices, policies and procedures of public bodies and public officers; and*

   iii. *developing and delivering advice, reports, information and recommendations; and*

   iv. *referring matters to a referral entity for investigation or further investigation, disciplinary action or prosecution; and*

   v. *making public comment;*

   vi. *gathering intelligence about improper conduct;*

d) *to oversee and direct, as required, how referral entities deal with matters referred to them by the ICAC; and*

e) *to perform other functions conferred on the ICAC under the ICAC Act or another Act.*

In discharging those functions, the ICAC is not subject to direction by any person in respect of the way statutory functions are performed, or priority is given to any particular matter.

The Integrity and Ethics Commissioner (the IEC) holds office as the ICAC under the *Integrity and Ethics Commissioner Act 2025*. As the principal integrity officer for the Northern Territory, the IEC brings together the functions of the Independent Commissioner Against Corruption, Ombudsman, Information Commissioner and Health and Community Services Complaints Commissioner under a single independent statutory office.

The Office of the ICAC

Office of the ICAC organisational structure

The Office of the ICAC has 2 main output groups supported by 6 functional units.

TABLE 1: OICAC OUTPUT GROUPS

Output group	Objective	Functional unit
ICAC Operations	Integrity in public administration is improved	Executive Operations Unit Strategic Intelligence and Reviews Unit Legal Unit Prevention and Engagement Unit
Corporate and Governance	Improved organisational performance through strategic leadership and governance, and provision of corporate services functions	Corporate Services Unit

The Office of the ICAC had 23.6 full time equivalent (FTE) staff as at pay period 26 of the 2025-26 financial year (compared to 16.1 FTE in 2024-25).

FTE staff data is a financial figure calculated every payday that represents employees based on the paid work effort during the pay period. An employee can be represented as less than one if they are paid less than 100% full-time salary over the pay period, for example, if during the pay period the officer:

- commenced or ceased employment
- undertook part-time work
- was on any type of unpaid leave
- utilised any half-pay leave entitlements.

Consequently, FTE data may differ to the staffing headcount.

Headcount measures the number of staff recorded on the Personnel Information and Payroll System with an active record. Officers who are full-time, part-time, paid, unpaid, at work or on leave will be included in a headcount and will be counted as one (1) in all situations.

TABLE 2: NUMBER OF FTE PER BUSINESS UNIT AS AT THE FINAL PAY PERIOD IN 2025-26 (PAY PERIOD 26)

Business unit	2023-24	2024-25	2025-26
Executive	2	1.5	2.7
Operations Unit	7.8	6	8
Strategic Intelligence and Reviews Unit	3	1	2.9
Legal Unit	1	1	2.5
Prevention and Engagement Unit	3.8	3	3.5
Corporate Services Unit	3.6	3.6	4
Total staff	21.2	16.1	23.6

Executive

The Integrity and Ethics Commissioner (IEC) holds office as the Independent Commissioner Against Corruption (ICAC) and is responsible for exercising the statutory powers and functions conferred under the ICAC Act. The Commissioner is supported by Integrity NT, which is administered by a Chief Executive Officer (CEO) who is responsible for the agency's staffing, financial management and corporate administration.

The CEO supports the IEC in exercising the functions and powers of the ICAC and provides leadership and oversight of the ICAC business units within Integrity NT. This includes responsibility for investigations, assessments, strategic intelligence and reviews, legal services, prevention and engagement functions and corporate services, ensuring the effective and independent delivery of the Commissioner's statutory responsibilities.

Operations Unit

The Operations Unit is responsible for delivering the assessment and investigation functions of the OICAC. The unit supports the ICAC in undertaking statutory functions by responding to reports, assessing information, and conducting investigations into alleged improper conduct involving public officers and public bodies.

Assessments

The Operations Unit is responsible for assessing all reports received by the OICAC. Following assessment, recommendations are made to the ICAC or delegate on whether any action should be taken. The unit also reviews responses from referral entities regarding actions taken in response to referrals or preliminary inquiries initiated by the ICAC.

Investigations

The Operations Unit supports the ICAC in investigating allegations of improper conduct in accordance with the ICAC Act. A range of investigative techniques are employed to gather evidence, including the collection of business and financial records, taking statements, conducting interviews, and, where required, undertaking private examinations.

Strategic Intelligence and Reviews Unit

The Strategic Intelligence and Reviews Unit supports the ICAC to deliver a range of functions. These functions include gathering intelligence about improper conduct, and evaluating or reviewing the practices, policies and procedures of public bodies and public officers.

The unit also develops and delivers advice, reports, information and recommendations.

Legal Unit

Through the General Counsel and legal staff, the Legal Unit provides legal advice and support to the ICAC and OICAC staff.

Legal Unit staff can act as counsel, assisting the ICAC during private examinations.

The General Counsel and Legal Unit staff provide general legal advice to the ICAC to assist in discharging statutory functions by reviewing assessment and investigative matters.

Legal Unit staff also provide advice on education and prevention activities and support the ICAC to meet strategic priorities.

Prevention and Engagement Unit

The Prevention and Engagement Unit delivers awareness, engagement and prevention activities to public sector agencies, local government councils and the community.

The unit develops prevention and engagement strategies and resources and works with public bodies and public officers to increase awareness of improper conduct and foster a culture of reporting improper conduct in public administration.

Corporate Services Unit

The Corporate Services Unit supports the operational requirements of the OICAC by managing finance, human resources, governance and risk. The Corporate Services Unit works with other NT Government agencies and external contractors to coordinate procurement, work health and safety (WHS), records management, information and communications, and technology support.

The unit also provides administrative and secretariat services to the IEC, CEO and directors.



Reporting on OICAC's key performance indicators

The following KPIs were included in the 2025-26 Agency Budget Statements.

TABLE 3: KEY PERFORMANCE INDICATORS

KPIs	2025-26 Budget	2025-26 Actual	Comments on variations
Allegations received	300	530	Exceeded
Assessments completed within 20 business days of receipt of report	≥ 90%	100%	Met
Average time (in days) to complete an investigation	365	463	Not met
Referrals to other public bodies with a direction to report back	40	45	Exceeded
Reviews or evaluations completed	4	1	Not met
Percentage of review recommendations accepted by agencies	≥ 90%	100%	Met
Education and prevention activities conducted	100	181	Exceeded
Satisfaction rate of participants on face to face and online learning sessions	≥ 75%	84%	Met

Compliance with section 128 of the ICAC Act

Under section 128 of the ICAC Act, the OICAC is required to report on a number of key items. The items and their location in this report are as follows.

TABLE 4: REPORTING ON KEY ITEMS

Item	Page number
The number and general nature of allegations of improper conduct made to the ICAC	10
The number and general nature of reports mentioned in section 22(5) (mandatory reports)	10
The number and general nature of referrals	13
The number of search warrants issued to authorised officers	n.a.[1]
The number and general nature of any other warrants issued to authorised officers under an NT law	n.a.[1]
The number and general nature of non-disclosure directions given	15
An indication of the kinds of activities conducted by the ICAC to prevent, detect and respond to improper conduct and the results of those activities	20-21
An indication of the kinds of activities conducted by the ICAC to prevent and respond to retaliation and the results of those activities	20-21

n.a.: not applicable

[1]. No search warrants were issued during the reporting period

Financial performance

Actual performance against budget

In 2025-26, the OICAC had a net surplus of $1.12 million compared to the revised budgeted deficit of $323,000. The surplus was mainly attributable to the underspend in employee expenses of about $1.37 million during the year.

Further information on how the OICAC performed against its revised budget, can be found in the notes to the financial statements - budgetary information in the IEC Annual Report.

Operations Unit

Functions and objectives

The Operations Unit provides assessment and investigative services to assist the OICAC in fulfilling its statutory functions. The unit assesses information received through enquiries and reports of suspected improper conduct involving public officers and public bodies. Based on the outcome of the assessment, the ICAC or their delegate determines the appropriate course of action. This may include conducting preliminary inquiries, referring the matter to another entity, taking no further action where it falls outside jurisdiction, or initiating an investigation or review.

TABLE 5: 2025-26 BUSINESS UNIT PERFORMANCE

Output group	2025-26 Budget	2025-26 Actual	Comments on variations
Allegations received	300	530	Exceeded
Assessments completed within 20 business days of receipt of report	90%	100%	Exceeded
Average time (in days) to complete an investigation	365	463	Not met
Referrals to other public bodies with a direction to report back	40	45	Exceeded

The Operations Unit exceeded in the achievement of their KPIs for the 2025–26 reporting period in all areas except average time to complete an investigation. This included the completion of strategy meetings, completion of assessments, debrief meetings and fortnightly reviews of all active investigations. This KPI not met resulted from one investigation that took a considerable period to resolve due to its complexity.

The Office remains committed to strengthening its investigation processes and improving timeliness in the year ahead.

Assessments

In 2025-26, the Operations Unit received 494 contacts, consisting of:

- 411 reports
- 53 contacts providing non-specific information (therefore not treated as a report, but retained for intelligence purposes)
- 30 general enquiries.

Of the 411 reports received, 150 (36%) were made in accordance with mandatory reporting directions. That result is higher than the previous financial year's result of 105 (33%).

The general nature of mandatory reports includes:

- Resource management
- Failure to declare and/or manage adequately an actual or perceived conflict of interest
- Misuse of authority
- Mismanagement of the recruitment process
- Resource management (entitlements)

Each report received by the OICAC may contain one or more allegations. Allegations assessed during the reporting period may include matters received up to 30 June 2026 that had not yet been finalised.

Of the reports received in 2025-26, 530 allegations were identified for assessment. Of these, 322 were identified as being from public officers or public bodies. Notably, 49 reports from public officers were submitted anonymously. While anonymity is accepted, the Office encourages reporters to provide contact details to support follow-up and clarification where required.

The general nature of allegations of improper conduct made to the ICAC are similar to those outlined above in the mandatory reports.

FIGURE 1: MANDATORY AND VOLUNTARY REPORTS RECEIVED BY YEAR

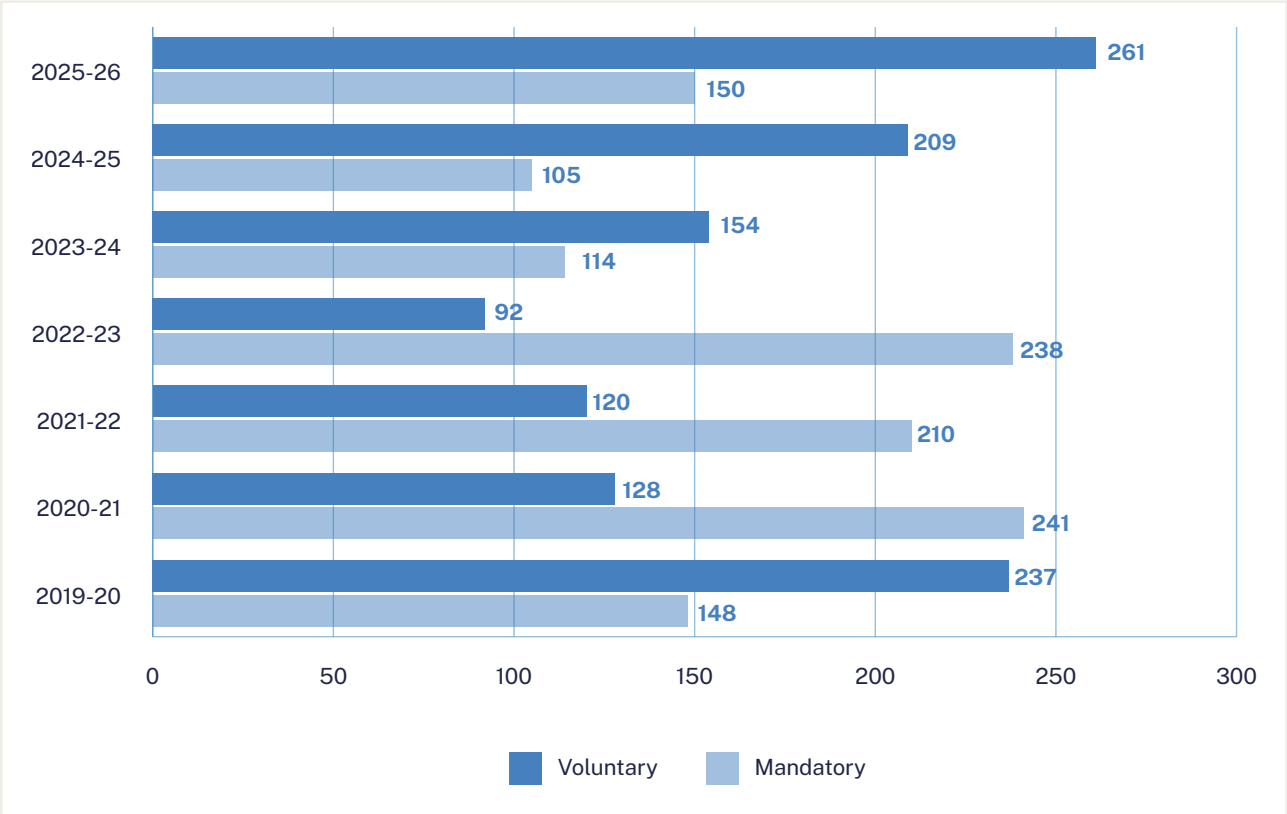


FIGURE 2: ALLEGATIONS BY IMPROPER CONDUCT TYPE AT ASSESSMENT, 2025-26

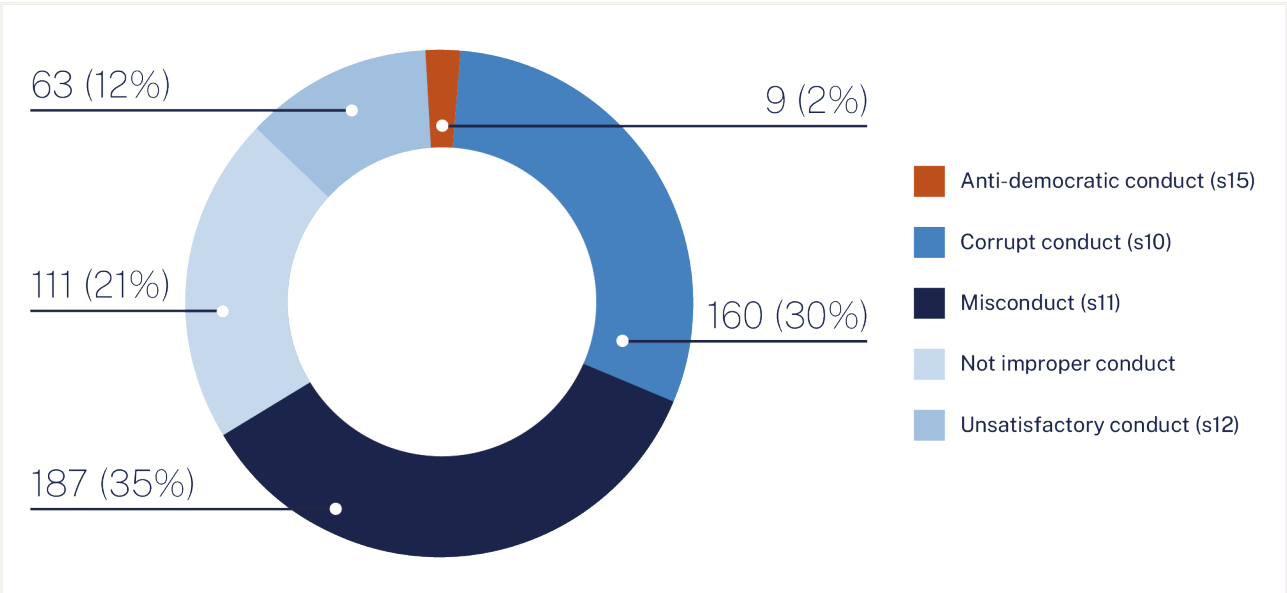


FIGURE 3: ALLEGATIONS BY REGION, 2025-26

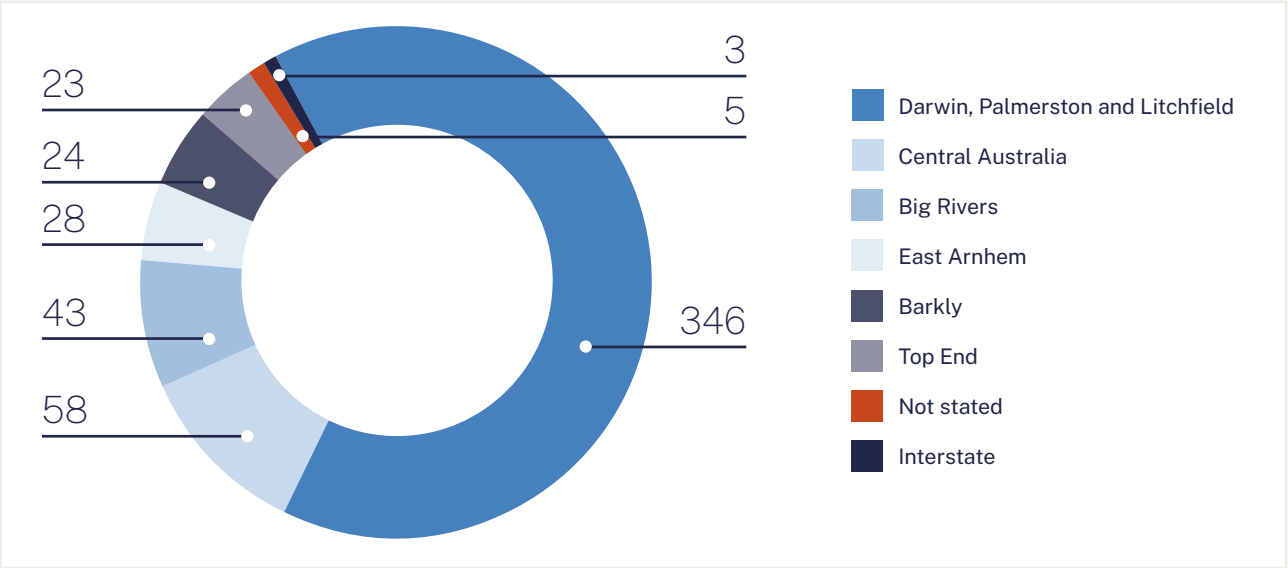
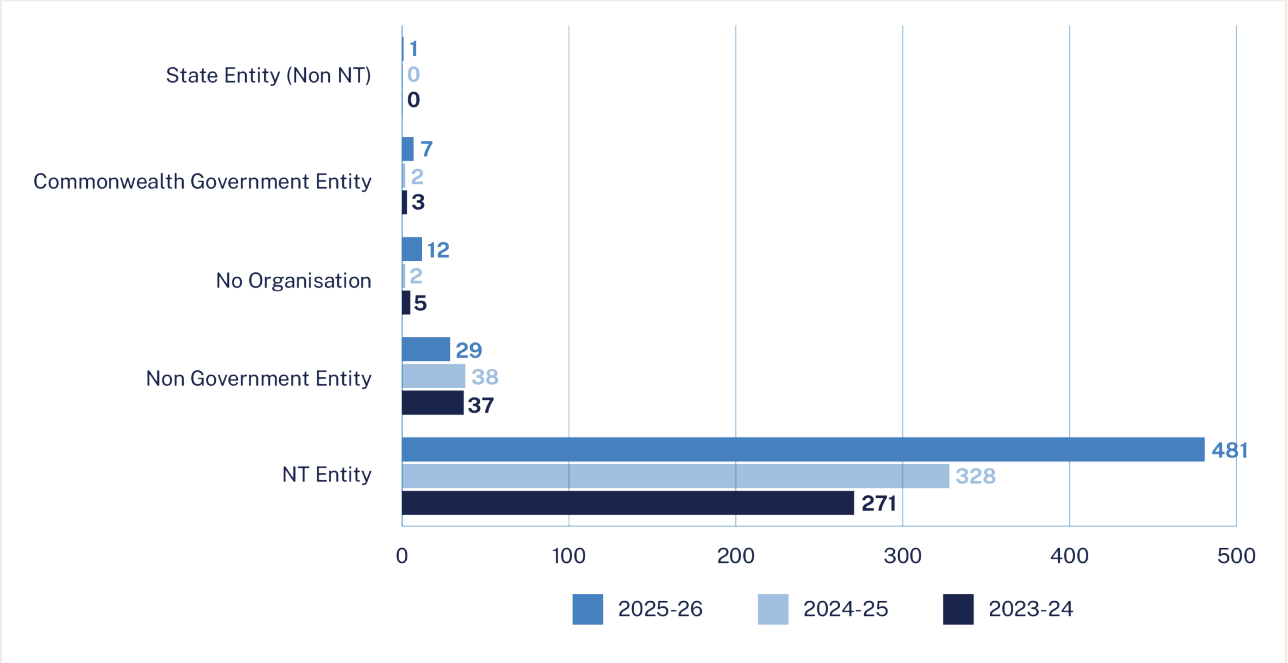


FIGURE 4: ALLEGATIONS BY CATEGORY OF PUBLIC BODY



A total of 548 allegations were assessed in 2025–26. This included 22 allegations received in the previous reporting period but assessed during the current year.

Some allegations may be re-assessed following referral to an entity and may result in more than one outcome.

A total of 9 allegations were, or are, the subject of a preliminary inquiry by the ICAC.
A further 6 allegations were referred to investigation.

No further action was taken in respect of 457 allegations, including matters that had been subject to preliminary inquiry.

Referrals

Of the allegations assessed during the reporting period, 66 were referred to a referral entity. These referrals were made through 59 referral notices, issued under section 25 of the ICAC Act. A single referral notice may include multiple allegations.

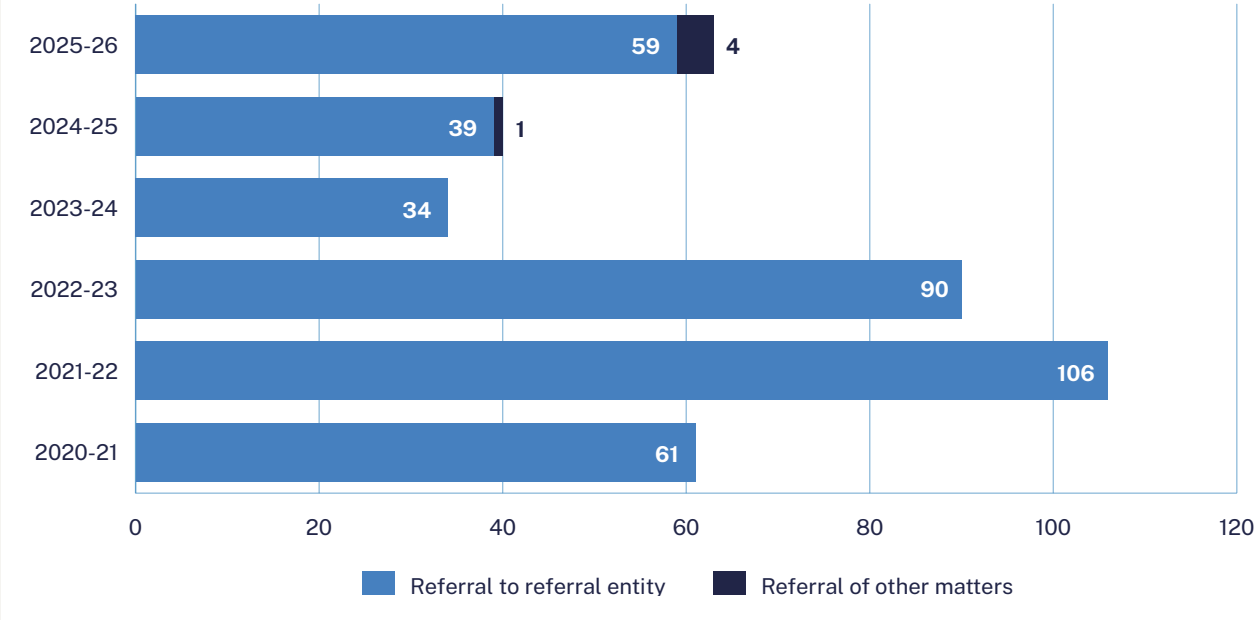
Additional referrals of other matters containing 4 allegations under section 30A of the ICAC Act were also completed – matters not amounting to improper conduct but warranting referral for consideration of any appropriate action.

The following shows the general nature of the allegations referred:

- Failure to declare or manage outside employment
- Criminal conduct, including fraud related to medical certificates:
- Dishonesty or misuse of resources:
  - falsification of timesheets
  - failure to properly manage leave applications
  - false and/or improper claims related to entitlements or allowances
- Recruitment:
  - failure to declare and manage adequately real or perceived conflicts of interest
  - non-compliance with recruitment processes
  - submission of false claims of qualifications

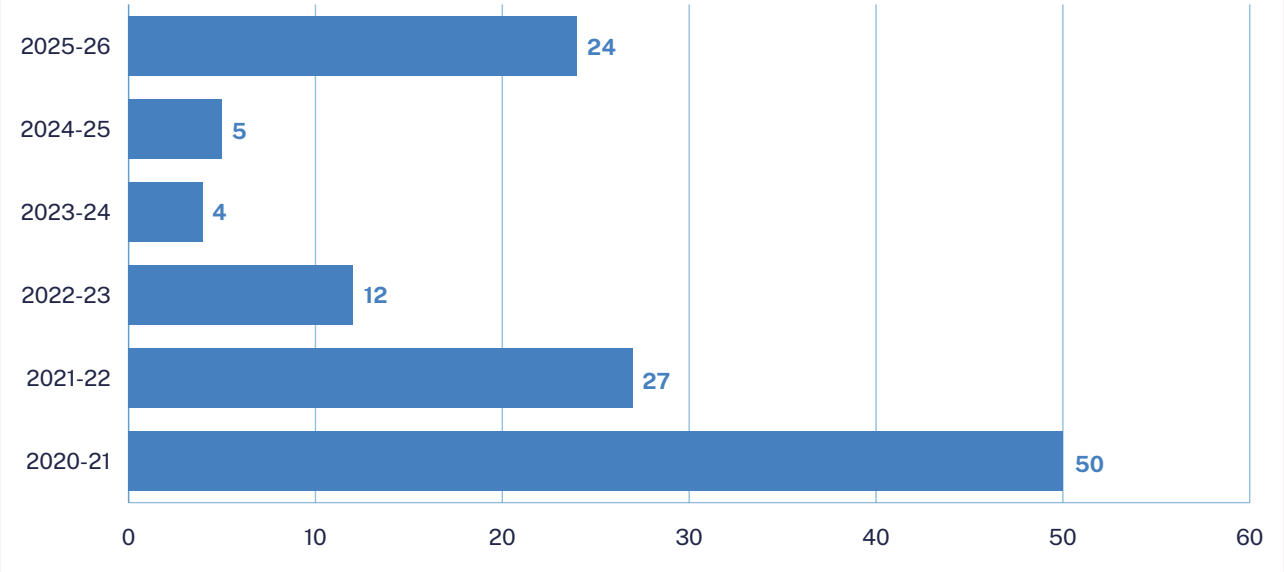
The ICAC may request a report back from a referral entity outlining the actions taken in response to a referral. In 2024-25, 23 referrals included a requirement for the referral entity to report back to the ICAC. In 2025-26 this increased to 45 referrals to a referral entity requiring a report back.

FIGURE 5: REFERRAL NOTICES, BY YEAR[1]



[1] *ICAC Act section 25 / ICAC Act Section 30A*

FIGURE 6: NOTICES TO REQUEST INFORMATION AND ITEMS, BY YEAR[1]



Investigations

The ICAC may commence an investigation where there is information that, if true, would tend to show improper conduct has occurred, is occurring, or may occur.

In carrying out investigations, the ICAC may exercise powers under the ICAC Act. These include requiring the production of documents or financial records, requesting information and directing individuals to attend for examination. These powers ensure that investigations are thorough and that sufficient evidence is obtained to support findings and recommendations.

In addition to determining whether improper conduct has occurred, investigations may also identify systemic issues within public bodies. Where such issues are found, the ICAC may make recommendations aimed at improving integrity and accountability.

As at 30 June 2026 there were 7 active investigations. During the reporting period, 3 investigations were finalised and 8 new investigations were commenced.

Search warrants (section 68) and other warrants

There were no search warrants issued during the reporting period.

No other warrants were issued to an authorised officer.

TABLE 6: GENERAL NATURE OF INVESTIGATIONS COMMENCED DURING THE FINANCIAL YEAR

Nature of investigations	2024-25	2025-26
Conflict of interest	-	2
Abuse of office	1	-
Judicial conduct	-	-
Anti-democratic conduct	-	-
Destruction of evidence	-	-
Deceptive conduct	1	1
Improper recruitment process	-	1
Disclosure of information	-	-
Improper procurement processes	-	1
Mismanagement in the performance of official functions	-	-
Improper use of public resources	-	2
Dishonesty in the performance of official functions	-	1
Retaliation	-	-
Breach of ICAC Act	-	-
Breach of public trust	-	-
Criminal conduct	-	-
Total	**2**	**8**

[1] *ICAC Act section 75 before legislative amendment, current legislation ICAC Act section 24A.*

Limitations on functions

Section 18A of the ICAC Act states that the ICAC must not investigate allegations of misconduct or unsatisfactory conduct unless one of the considerations outlined in subsection 18A(1)(a) or (b) of the ICAC Act is met.[1]

If, during the course of an investigation, the ICAC forms the view that the likely outcome is a finding of no more than misconduct or unsatisfactory conduct, then pursuant to section 18A(2) the investigation must cease unless a consideration under section 18A(1)(a) or (b) applies.

In accordance with section 128(2)(a) and (b) of the ICAC Act, the ICAC is required to report the number of concluded investigations by the ICAC of misconduct or unsatisfactory conduct, including the number of concluded investigations under section 18A(1)(a) or (b).

There was one matter concluded during the reporting period under section 18A(1)(b). Operation Wattle was an investigation into allegations that a Chief Executive Officer failed to adequately manage a conflict of interest in regard to a procurement process. No matters were concluded under section 18A(1)(a).

Statutory Powers exercised during investigations

Notice to produce information or items, or inspect financial records and non-disclosure directions

When conducting an investigation, the ICAC may exercise statutory powers under the ICAC Act, including:

- requiring a person to provide information or produce specific items (section 32)
- inspecting financial records (section 33)
- issuing a non-disclosure direction (section 147).

Not all investigations require the use of formal statutory notices.

TABLE 7: NOTICES SERVED

Investigative power	2024-25	2025-26
Notice to produce items/provide information (section 32)	6	16
Notice to produce financial records (section 33)	0	8
Non-disclosure directions (section 147)	4	16

Notice to attend for private examination

Once an investigation has commenced, the ICAC may issue a notice under section 34 of the ICAC Act requiring a person to attend for examination.

Section 34(2)(b) of the ICAC Act requires that the notice comprehensively state the nature of the matters to be addressed during the examination. This requirement does not apply if the ICAC considers that providing such information would be likely to prejudice the investigation or be contrary to the public interest.

During the 2025-26 reporting period, 15 section 34 notices were issued requiring a person to attend for examination. Of these 15 notices, 3 did not include the comprehensive statement required under section 34(2)(b) and therefore required notification to the Inspector in accordance with subsection 34(5) for reasons outlined in subsection 34(2)(b)(i) or (ii).

The 16 non-disclosure directions issued under section 147 during the reporting period related to notices issued under section 34 requiring persons to appear for examination. The directions were issued to preserve the integrity and confidentiality of examination processes and associated investigative activities.

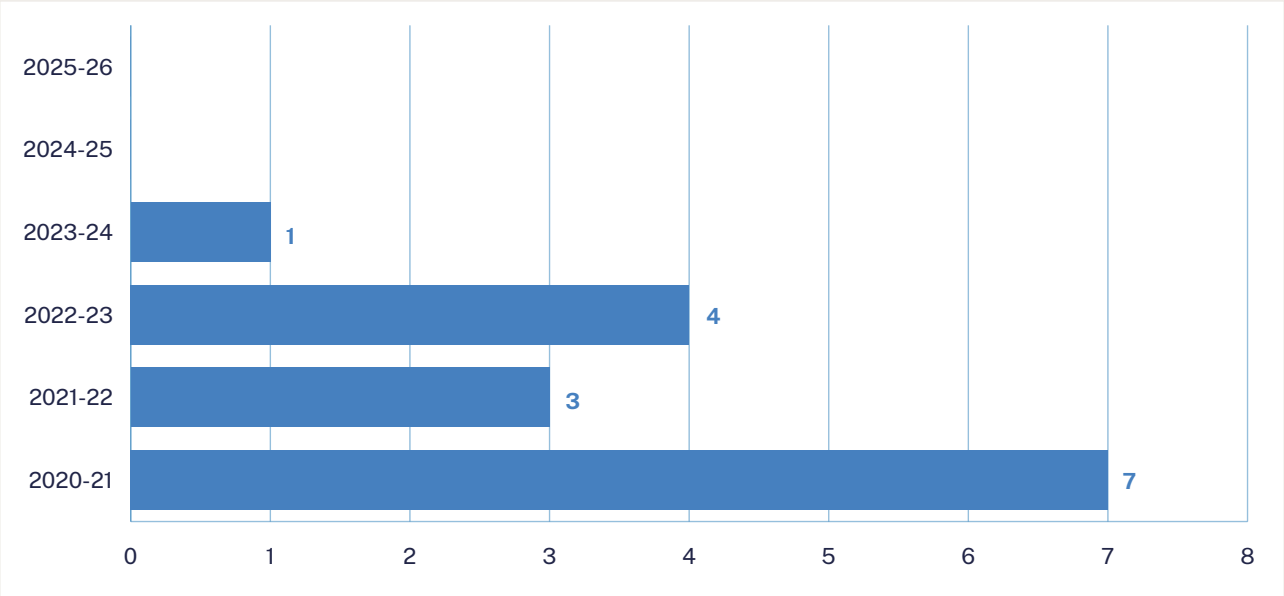
[1] *18A(1)(a) - the alleged conduct arises from the same matter that is the subject of an investigation into corrupt conduct or anti-democratic conduct;*
18A(1)(b) - the gravity of the matter is such that it warrants the use of the powers and resources given to the ICAC because
(i) the person engaging in the alleged conduct is an MLA or CEO,
(ii) the alleged conduct would have a significant effect on the Territory or
(iii) the alleged conduct gives rise to a suspicion that it is systemic misconduct or unsatisfactory conduct

Joint investigations

The ICAC may conduct joint investigations with other agencies to combine resources and statutory powers, thereby enhancing investigative capacity and capability.

As at 30 June 2026 no joint investigations were undertaken.

FIGURE 7: JOINT INVESTIGATIONS



REPORTS ASSESSED WITHIN 20 DAYS

2025-26

100%

2024-25

99%



IMPROPER CONDUCT INVESTIGATIONS FINALISED

2025-26

3

2024-25

12



Strategic Intelligence and Reviews Unit

Functions and objectives

The primary role of the Strategic Intelligence and Reviews Unit is to conduct research and deliver analytical insights that inform the ICAC's priorities and support the functions of the Prevention and Engagement, and Operations units. Insights generated by the Strategic Intelligence and Reviews Unit guide decisions on reviews and evaluations, inform recommendations to mitigate risks of improper conduct, and underpin the development of targeted prevention and education initiatives.

The unit supports the ICAC by:

- identifying themes and trends in reports of suspected improper conduct
- contributing data and analysis to general and research reports
- producing progress reports on the achievement of key performance indicators (KPIs)
- conducting evaluations and reviews in accordance with sections 23 and 110 of the ICAC Act
- monitoring the implementation of recommendations to public bodies and public officers
- identifying risks of improper conduct in public administration, and contributing data analysis to support decision-making
- supporting the development of directions and guidelines for dealing with voluntary protected communications and retaliation minimisation frameworks in public bodies.

2025-26 Strategic Intelligence and Reviews Unit performance

Operation Banksia review

In September 2025, the former Acting Commissioner Naomi Loudon commenced a review under section 23 of the ICAC Act, referred to as Operation Banksia, which examined the Department of Agriculture and Fisheries' (DAF), recruitment and selection practices, policies and procedures.

The review considered recruitment and selection processes of 10 advertised and 10 non-advertised positions (e.g. expression of interest, contract extension and direct appointment), reviewing adherence to legislation, policy, delegations, determinations and the identification and management of conflicts of interest.

On 26 February 2026, a draft review report was provided to DAF for feedback, which included the findings and proposed recommendations.

Overall, most recruitment activities were compliant and demonstrated alignment with key merit-based principles. However, several recurring gaps were identified that presented improper conduct risks:

- **Conflict of Interest management:** Panels did not evidence discussions of conflicts of interest prior to shortlisting, declared relationships were not consistently supported by management plans, and referee and delegate conflict of interest declarations were, at times, absent from selection reports.
- **Merit integrity and recruitment controls:** Inconsistent practices were identified in verifying applicant qualifications, approving job descriptions, maintaining current merit selection training, documenting referee checks, and ensuring appropriate panel balance in terms of level and composition.
- **Timeliness of recruitment processes:** Advertised recruitment processes showed extended timeframes from commencement to finalisation, averaging 67 days across the samples analysed.
- **Delegate approval and governance oversight:** Evidence of delegate approval to fill vacancies was often unclear or incomplete, with reliance on unsigned spreadsheets, inconsistent records and a bulk email approval process covering multiple recruitment actions.

On 31 March 2026, the final review report was provided to DAF. The report included the following recommendations:

1. DAF deliver training on conflicts of interest, including a specific section on conflicts of interest in recruitment.
2. DAF update its internal guidance for expression of interest recruitment processes to clearly outline the minimum requirements, including referee checks, addressing conflicts of interest, and any relevant performance or disciplinary matters. The guidance should reference the applicable NTPS Merit Selection Training manual sections, and these expectations should be communicated across the department.
3. DAF update the Human Resource delegations to include a delegation for approving the content of job descriptions and communicate those updates to the department.
4. DAF review and update online internal recruitment and selection information and practices to include:
    a. a reference to the NTPS Merit Selection Training manual
    b. that the merit selection training status of all panel members is verified before recruitment activities commence.
    c. clear and consistent documenting of approvals to fill a vacancy within the eRecruit system.

Recommendations were also made to the Office of the Commissioner for Public Employment (OCPE) for whole of government implementation as there were systemic issues across the broader public service.

The recommendations made to the OCPE are:

1. OCPE update the whole of government recruitment and selection templates, and corresponding policies, procedures and guidelines, requiring the mandatory conflict of interest declaration form to be completed by the panel and signed by the delegate prior to shortlisting, irrespective of whether any conflicts of interest are identified.
2. OCPE update the whole of government mandatory selection report template to include:
    a. a section requiring panels to outline how they verified an applicant's claimed qualifications.
    b. a section requiring panels to provide documented evidence of all pre-employment and suitability checks performed, including confirmation that referee enquiries considered any conflicts of interest between the referee and the applicant, and any relevant performance or conduct issues.

DAF and OCPE were asked to provide advice on the steps taken or proposed to be taken to implement the recommendations by 31 August 2026.

Reviews under way

As at 30 June 2026, 3 other reviews remained in progress. These reviews relate to pre-employment screening, recruitment, and travel arrangements.

Recommendations for monitoring

Section 56 of the ICAC Act states that the ICAC may, at any time, make recommendations to a public body in relation to preventing, detecting, investigating, prosecuting or otherwise dealing with improper conduct, if the ICAC considers the recommendations are within the functions of the body to implement or progress.

Section 57(2) of the ICAC Act provides that, if the ICAC is not satisfied that adequate steps have been taken to implement the recommendations within the specified reasonable timeframe, further action may be taken after considering any comments from the relevant public body or public officer. The ICAC may provide the responsible Minister with copies of the recommendations and any comments received, and invite the Minister to provide a response in writing within a reasonable period.

During the 2025–26 financial year, this escalation mechanism was exercised in one instance, where recommendations were referred to the responsible Minister due to a lack of satisfactory implementation, reinforcing the ICAC's oversight role and expectation of timely and effective compliance.

As at 30 June 2026, a total of 63 recommendations were being monitored by the Strategic Intelligence and Reviews Unit made through 7 investigations and 3 reviews conducted under section 23 of the ICAC Act.

During the reporting period, 20 recommendations were completed, with the relevant agencies taking adequate steps to implement recommendations.

TABLE 8: RECOMMENDATIONS ISSUED AND CLOSED

Issues addressed	Issued	Closed
Governance frameworks relating to codes of conduct, management of conflicts of interest	27	12
Procurement/tender processes and governance (2 matters)	27	1
Appropriate use of public resources (2 matters)	10	3
Use of leave entitlements	4	2
Conflict of interest management in recruitment	2	1
Recruitment pre-employment screening	3	1
Legislative compliance and outside employment	4	-
Recruitment	6	-
Total	**83**	**20**

Legal Unit

Functions and objectives

The role of the ICAC Legal Unit is to provide legal advice to the ICAC and OICAC staff.

Provision of legal advice varies and includes advice on the discharge of statutory functions, direction in the collection of evidence in the investigation of matters, review of notices, directions and authorisations prepared under the ICAC Act, and application and interpretation of the ICAC Act and other legislation.

The unit contributes to the development of policy within the OICAC, as well as legislative reform.

The Legal Unit works with the Operations Unit to assist in the planning and conduct of investigations, provide advice as required, prepare matters for examination and has oversight in the preparation of briefs of evidence for referral to the Director of Public Prosecutions and NT Police.

When requested, staff of the Legal Unit may appear as counsel assisting the ICAC in examinations and is responsible for coordinating referral of matters to external counsel for legal advice.

The Unit is also responsible for updating OICAC staff in relation to current Supreme Court decisions relevant to ICAC operations.

The ICAC General Counsel and legal team supports the ICAC in the discharge of statutory functions by:

- reviewing reports from the Assessments unit and identifying matters for consideration regarding whether to commence an investigation
- providing strategic guidance on education and prevention activities
- overseeing external litigation concerning the ICAC
- ensuring the Commissioner's strategic priorities are being met.

The Legal Unit reviews and drafts legal documentation, and develops, delivers and assists in the delivery of internal and external training.

2025-26 Legal Unit performance

Throughout the 2025-26 financial year, the ICAC delegate conducted 2 examinations with external counsel assisting.

The ICAC was involved in 3 civil litigation matters in the reporting period.

The Legal Unit assisted the Prevention and Engagement Unit in the delivery of 55 external training sessions. General Counsel delivered 1 internal training session, a case study on *Berejiklian v ICAC*.



Prevention and Engagement Unit

Functions and objectives

The Prevention and Engagement Unit is primarily responsible for supporting the OICAC to carry out prevention and education functions.

The unit supports the ICAC by:

- developing and delivering education and training
- assisting with preparation of public statements and media releases
- assisting with preparation of reports made by the ICAC, including general reports and the annual report
- developing and publishing educational materials
- maintaining and developing the Office of the ICAC's internal and external websites.

TABLE 9: 2025-26 PREVENTION AND ENGAGEMENT UNIT PERFORMANCE

KPIs	2025-26 Budget	2025-26 Actual	Comments on variations
Education and prevention activities conducted[1]	100	181	Exceeded
Satisfaction rate of participants on face to face and online learning sessions	≥ 75%	84%	Met

Education and awareness

For 2025-26, a total of 181 education and prevention activities were conducted, including Introduction to ICAC and Mandatory Reporting information sessions, and Conflicts of Interest training.

A total of 5,288 people took part in the Introduction to ICAC and Mandatory Reporting sessions either face-to-face or virtually.

Six stakeholder engagement activities occurred during the reporting period.

Information sessions and stakeholder meetings

- 55 face-to-face Introduction to ICAC and Mandatory Reporting presentations comprised of:
  - 29 sessions for NTPS employees, including NT Police, and NT Fire and Rescue Services
  - 26 sessions for Local Government Councils
- 85 Introduction to ICAC and Mandatory Reporting virtual presentations for NTPS employees via MyLearning
- 16 Conflict of Interest presentations
- 3 presentations for the Foundations of Public Sector Governance program
- 6 stakeholder meetings including 2 with public bodies and 4 with local government councils in the Central and Big Rivers regions.
- One Nominated Recipient Forum (face-to-face) to a total of 40 nominated recipients
- 2 virtual Nominated Recipient seminars
- One virtual presentation to the Independent Commission Against Corruption, Papua New Guinea
- One presentation to a member of the Legislative Assembly
- One external event at the NT Electoral Commission's Democracy Dash.

All presentations delivered included information relating to mandatory reporting obligations and protections for whistleblowers.

Other education and awareness activities

- Publishing the Protecting the identity of a Protected Person factsheet on the ICAC website
- Updating the 'Protections' section on the ICAC website
- Publishing 4 short-video series on the ICAC website titled:
  - What can the ICAC investigate?
  - Conflict of interest
  - How to make a report to the ICAC
  - What are Whistleblower Protections?
- Maintaining the Office of the ICAC website
- Maintaining the Office of the ICAC LinkedIn channel
- Maintaining the Office of the ICAC staff intranet.

[1] *Activities include providing face-to-face or virtual training sessions.*

Regional engagement

Throughout the 2025-26 financial year, the OICAC continued ongoing regional engagements. The Prevention and Engagement unit undertook 7 regional visits, including 2 visits to the Central region, one visit to Barkly, 2 visits to the Big Rivers region, one visit to Groote Archipelago and one visit to East Arnhem (Nhulunbuy).

During these visits, the Office conducted in-person meetings and training sessions with local government councils and NT public sector agencies to promote integrity, strengthen understanding of mandatory reporting requirements, and support the prevention of improper conduct across the regions.

The OICAC engaged with all 18 local government councils during the reporting period, with 16 councils participating in two or more engagements while the remaining two councils were engaged once.

Publications

Media releases

Media releases are published on the NT Government Newsroom, the OICAC website and emailed to the OICAC's subscriber mailing list via Campaign Monitor.

During the reporting period, the OICAC published 2 media releases:

- 15 August 2025: Mandatory Reporting Directions and Guidelines for Public Officers
- 18 December 2025: Investigation Report – Operation Crimen

Section 48: General report

Under section 48 of the ICAC Act, the ICAC may make a general report at any time. During the reporting period, the ICAC released two general reports which provided snapshots of assessments, investigations and reviews, and prevention and engagement activities undertaken.

The general report released on 24 November 2025 provided an update on the Integrity Advocates Program, which was finalised in July 2025, and highlighted the Commissioner's revised Mandatory Directions and Guidelines for Public Officers. These directions and guidelines provide public officers with comprehensive guidance on their reporting obligations to the ICAC.

The second general report, released on 7 May 2026, highlighted the findings of Operation Banksia, a review of the Department of Agriculture and Fisheries' recruitment and selection practices, policies and procedures.

Section 50A: Publication of investigation report

In December 2025, the ICAC published an investigation report titled Second Investigation Report – Operation Crimen - Alleged improper conduct by Northern Territory Police in respect of the arrest and charging of Mr Zachary Rolfe.

Section 55: Public statements

The Prevention and Engagement Unit supported the ICAC to release one public statement during the reporting period.

The public statement titled Operation Falcon – Investigation relating to NT WorkSafe was published in February 2026.

This investigation was conducted into alleged misuse of statutory powers, conflicts of interest and failure to disclose secondary employment at the NT WorkSafe electrical inspectors' unit. While no findings of improper conduct were made, several shortcomings were identified that pose a risk to integrity in public administration.

The ICAC made 4 recommendations to NT WorkSafe, and will continue to work with NT WorkSafe to implement and monitor these recommendations.



Corporate Services Unit

The Corporate Services Unit supported the OICAC in the areas of financial and budget management, human resources and workforce planning, governance and risk management, information technology and security, procurement, WHS and general services.

In addition to the Corporate Services Unit, the OICAC received services from the Department of Corporate and Digital Development (DCDD) for information communications and technology, and delivery of across government systems. The Office also received services from the Department of Logistics and Infrastructure (DLI) for minor capital works, and repairs and maintenance.

The Corporate Services Unit had 7 allocated positions as of 30 June 2026, including Integrity NT corporate services staff.

2025-26 Corporate Services Unit performance

The Corporate Services Unit provided the following assistance in relation to OICAC projects during the reporting period:

- drafted and reviewed policies and procedures to further improve the OICAC's compliance with legislated obligations
- assisted in monitoring the OICAC Strategic Plan 2022 to 2026, including the key priorities and KPIs for monitoring and reporting
- continued the Office's effective financial management through monthly reporting and monitoring of expenditure against budget
- continued to implement and monitor the Office's risk management framework, including updates and maintenance of the strategic risk register.

Compliance with section 126 of the ICAC Act

The ICAC Act requires the ICAC to report whether an appropriate suitability check was carried out before a person commenced being a member of ICAC staff during the financial year. In addition, the ICAC is also required to outline the governance arrangements in place to ensure previously employed staff members remain suitable under section 126 of the ICAC Act.

The Office conducts suitability checks to determine whether a person is a suitable person to:

- be or remain as a member of ICAC staff
- be appointed or remain as an authorised officer
- be delegated functions under section 125
- perform functions under the ICAC Act in relation to a matter being dealt with by the ICAC.

During the 2025-26 financial year, 10 people became members of the ICAC staff after undergoing appropriate suitability checks prior to commencement.

Each existing staff member also underwent appropriate suitability checks during the reporting period and all were found suitable to continue to be a member of ICAC staff.

Governance arrangements in place to determine suitability under section 126 included:

- Recruitment and Commencement Policy requirements
  - Completion of pre-employment questionnaire and statutory declaration for all applicants during the recruitment process
  - Verification of qualifications and employment history for applicants deemed suitable
  - National police check, also known as criminal history check
  - Provision of pre-commencement pack that includes information on the Northern Territory Public Sector (NTPS) Code of Conduct, OICAC Conflict of Interest Policy and Procedure, and the Guidelines for ICAC staff issued by the ICAC
  - Provision of new starter welcome pack that includes induction requirements
- Conflict of Interest Policy requirements
  - Completion of an annual conflict of interest declaration
- Completion of an annual suitability declaration.

Governance

The Office of the ICAC compliance framework consisted of the following internal and external governance functions.

Internal governance

The Executive Committee met on a monthly basis and provided strategic advice and assistance to the ICAC in relation to:

- setting and monitoring the strategic direction and achievement of the Office of the ICAC's objectives
- ensuring compliance with statutory and reporting requirements
- managing resources appropriated to the Office effectively and efficiently
- conducting investigations and taking action in accordance with the ICAC Act
- overseeing and managing organisational priorities and good corporate governance, including setting internal policies
- implementing and managing the Office of the ICAC's risk management framework, including responding to and treating work health and safety matters
- reviewing and implementing recommendations from oversight bodies, such as the Audit, Risk and Compliance Committee (ARCC) and from external stakeholders, including the Inspector of the ICAC, the Auditor-General and the Standing Committee on the ICAC
- creating and maintaining a safe workplace
- leading and fostering a positive organisational culture
- assisting with any other matters determined by the ICAC.

The Executive Committee met 10 times during the year.

Audit, Risk and Compliance Committee (ARCC)

The ARCC provided independent advice, assurance and assistance to the ICAC in the areas of financial management, statutory reporting, internal control systems, risk management systems, and internal and external audit. The ARCC is headed by an external chair.

The ARCC met 3 times during the year.

The ARCC acts within its authority on behalf of the ICAC to:

- monitor the Office of the ICAC's risk registers, risk appetite statements and provide advice to the ICAC on management of risk within the Office
- oversee the development and implementation of the Internal Audit Plan linked to the Office's risk registers
- review internal and external audit reports and oversee implementation of recommendations
- review public accountability disclosures, including financial and performance information in the Office's annual report, in line with legislative requirements.

Internal audit function

One internal audit was completed during the period in accordance with the Office of the ICAC's Internal Audit Plan. Two other internal audits were in the process of being completed at the end of the financial year.

TABLE 10: AUDIT RESULTS

Internal audit: Review and objective	Completed	Summary of audit:	Office of the ICAC response and action
Value for Territory (VFT) audit 2025 **Objective:** To evaluate whether the Office complied with the procurement framework to meet the requirements of the VFT assurance program for the period 1 January 2025 to 31 December 2025.	March 2026	There was no non-compliance identified during the review of the 39 procurement samples tested.	No further action required.

External oversight

Standing Committee on the ICAC

The Standing Committee on the ICAC was established in February 2020 by the Legislative Assembly.

The functions of the Standing Committee on the ICAC are to:

- perform the functions of the Assembly Committee under the ICAC Act
- examine each annual report of the ICAC and the Inspector of the ICAC under sections 128 and 137 of the ICAC Act
- report to the Legislative Assembly on matters relating to tabled reports that have been referred to the Assembly by the ICAC under sections 53 and 54 of the ICAC Act
- examine trends in similar bodies in Australia and internationally, including trends in legislation and administration of these bodies, to ensure the Office of the ICAC remains fit for purpose.

The Standing Committee met with the ICAC once during the reporting period.

Inspector of the ICAC

Mr Bruce McClintock SC was the Inspector of the ICAC after being re-appointed to the role in November 2023 for a term of 5 years. The Inspector is an independent officer who provided oversight of the ICAC by delivering the following functions:

- evaluating the ICAC's performance and reporting on the evaluation to the ICAC Minister (the Chief Minister) and the Legislative Assembly
- receiving and dealing with complaints about the ICAC or ICAC staff members
- making recommendations to the ICAC (or other public bodies) in relation to practices and procedures concerning performance of the functions under the ICAC Act.

In order to perform these functions, the Inspector was entitled to full and free access to Office of the ICAC premises and all items in the possession or control of the Office of the ICAC. The ICAC and Office of the ICAC staff members were obligated to provide reasonable assistance to the Inspector.

The Inspector issued an Annual Report pursuant to section 136 of the ICAC Act and Evaluation of the ICAC pursuant to section 135 of the ICAC Act. The Inspector provided this report to the Chief Minister in September 2025 for tabling in Parliament. There were no recommendations resulting from an investigation from the Inspector.

On 1 June 2026, the role of the Inspector of the ICAC ceased, following the full commencement of the *Integrity and Ethics Commissioner Act 2025 (NT)*.

This role has been replaced by the Integrity and Ethics Oversight Inspector. Mr McClintock commenced in that role on 1 June 2026.

Any complaints about the Integrity and Ethics Commissioner or Integrity NT should be sent to inspector@oicac.nt.gov.au.

Auditor-General

The Auditor-General's role is to audit the public accounts under the *Audit Act 1995* and to report to the Legislative Assembly at least once each year. The current Auditor-General is Mr Jara Dean.

As the Office of the ICAC's operational account is included in the public accounts and it is considered an agency under the Administrative Arrangements Order, the Office is required to comply with the requirements of the *Financial Management Act 1995.*

There were no audits and other reviews conducted on the OICAC by the Auditor-General during 2025-26.

Financial management

With the integration into the broader Integrity NT during the year, no separate financial statements have been prepared for the OICAC. A financial statement for the year ended 30 June 2026 was prepared for Integrity NT, which includes the ICAC Operations output group. The complete financial statement for Integrity NT is included in the Integrity NT Annual Report.

During 2025-26, the ICAC Operations output group achieved a net surplus of $1,115 million. The output group's total expenses for the year were $4,268 million.

Below is a segment report for ICAC Operation's financial performance.

TABLE 11: STATEMENT OF FINANCIAL PERFORMANCE

2026	($000)
INCOME	
Appropriation	
Output	5 383
TOTAL INCOME	**5 383**
EXPENSES	
Employee expenses	2 892
Administrative expenses	
Property management	10
Purchases of goods and services	1 046
Depreciation and amortisation	320
TOTAL EXPENSES	**4 268**
NET SURPLUS	**1 115**

Income

The output group's primary source of income was from output appropriation funded through Northern Territory Government appropriation, which was $5.4 million total income in 2025-26.

Expenses

Employee expenses were the largest cost component at $2.892 million (68% of total expenses). Purchases of goods and services totalled $1.046 million, while depreciation and amortisation amounted to $0.320 million. Property management costs remained minimal at $10,000.

Procurement

The OICAC continued to follow its Agency Procurement Management Plan during the period.

In accordance with section 5(2) of the *Procurement Act 1995*, the Office is exempt from the need to comply with the *Procurement Act 1995* in relation to the acquisition of investigative, legal or audit services.

From 1 July 2025 to 30 June 2026, the OICAC awarded 3 contracts in tiers 2 to 5 procurement activities that do not fall under section 5(2) of the *Procurement Act 1995* and did not receive any procurement-related complaints.

Human resources

The OICAC had staff of 23.6 FTE at the last pay period in 2025-26, compared to 16.1 FTE in 2024-25. The staff separation rate was 25% in 2025-26, lower than the previous year's rate of 29.06%. Separation rate, also known as staff turnover, is calculated based on the number of employees who have left the NTPS (voluntarily and non-voluntarily) as a percentage of the total average headcount for the reporting period.

The separation rate also includes any employee who transfers out of their nominal position in the OICAC permanently.

The average staff headcount during 2025-26 was 22.26 FTE compared to 20.5 FTE in year prior.

The OICAC is committed to being an agency of choice within the NTPS and aims to promote a culture of continuous improvement, employee wellbeing, collaboration and innovation. The Office supports staff who apply for flexible work arrangements that may include:

- averaging hours arrangements
- individual flexible work agreement
- career breaks
- part-time employment contracts
- job-share arrangements
- home-based work agreements
- transition to retirement
- accessing recreation leave at half pay
- purchase of additional leave
- cultural leave.

From 1 July 2025 to 30 June 2026, the OICAC had 7 employees who had approved flexible work arrangements.

Staff training and development

Learning and development opportunities were available to all staff and provided in accordance with their myPerformance agreement.

The OICAC has a training plan that caters for employees' wellbeing, leadership skills, emotional intelligence and the technical operational training required to be successful in their roles. The Office provides staff with development opportunities both internally and externally to support their career progression and enhance their skills and qualifications.

OICAC staff members are supported from commencement and continuously offered the tools and resources required to conduct their roles effectively and safely.

For the 2025-26 financial year, the Office of the ICAC provided or supported the following training opportunities to staff.

Induction and corporate training

- Office induction
- Office of the ICAC information session
- Recruitment practices update
- Introduction to ICAC and Mandatory Reporting
- Introduction to Countering Foreign Interference
- Fraud and Corruption Awareness
- OneNTG Essential Training:
  - Online Orientation
  - Foundational Cross Cultural Training
  - Code of Conduct
  - Appropriate Workplace Behaviours online
  - Regional and Remote Orientation
- Across-government systems training (as required for their roles):
  - Content Manager (TRM) Introduction
  - Instructor led TRM Training
  - NT Government Records Management
  - NT Government Records Security
  - Corporate Travel Management
  - NTG Pay Introduction
  - Sage
  - Personnel Information and Payroll System (PIPS)
- Procurement:
  - Module 1: Introduction to Procurement
  - Module 2: Introduction to Procurement Planning
  - Module 3: Introduction to Sourcing
  - Module 4: Introduction to Contract Management
  - Module 5: How to write a scope of requirement document for procurement activities
  - Module 6: Guidance on undertaking tender assessments and selecting the best supplier
  - TRAX Introduction

Operational training

- AI is my CoPilot
- Criminal Code responsibilities
- Criminal Code amendments
- Foreign Interference
- Public Interest Disclosures (whistleblowing)
- Difficult Conversations, Australian Institute of Administrative Law

Health and wellbeing

- Work Health and Safety
- Figtree training - General
- Emergency Procedures Training Drill
- Elevating Emotional Intelligence

Leadership and development

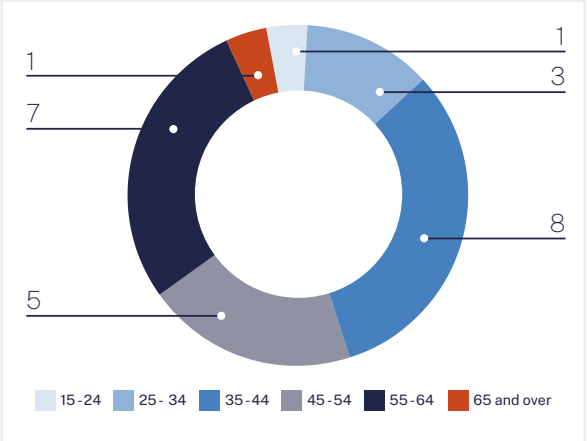
- Performance Management - Managers and Supervisors
- Finance for Cost Centre Managers
- Merit Selection Training Online
- Merit Selection Training Face to Face
- OneNTG Emerging Leaders Program
- Lifestyles inventory, A.R.T Your life
- Positive Duty for Leaders

Employee demographics

TABLE 12: CLASSIFICATION OF HEADCOUNT, LEVEL AND GENDER, AS AT THE FINAL PAY PERIOD IN 2025-26 (PAY 26)

Paid Classification Code	Female	Male	Total
Administrative Officer 5 (AO5)	1	-	1
Administrative Officer 6 (AO6)	4	1	5
Administrative Officer 7 (AO7)	4	3	7
Senior Administrative Officer 1 (SAO1)	1	1	2
Senior Administrative Officer 2 (SAO2)	3	1	4
Professional 2 (P2)	1	-	1
Senior Professional 2 (SP2)	2	-	2
Executive Officer 3 (EO3)	-	1	1
Executive Contract Officer 6 (EO6C)	-	1	1
Integrity and Ethics Commissioner (IEC)	-	1	1
Total	**16**	**9**	**25**

FIGURE 8: AGE PROFILE BY PERCENTAGE AS AT THE FINAL PAY PERIOD IN 2025-26 (PAY 26)



Compliance with Public Sector Employment and Management Act 1993 (PSEMA)

Under PSEMA, the Office of the ICAC is required to report on the extent to which the public sector principles have been upheld during the financial year.

TABLE 13: OFFICE OF THE ICAC COMPLIANCE WITH PUBLIC SECTOR PRINCIPLES

Public sector principle	Actions taken by the Office of the ICAC during the year
Administration Management Principle (PSEMA section 5B)	The Office has developed internal policies and procedures to guide effective, efficient and appropriate use of public resources. These policies and procedures provide guidance to staff and promote the Office's guiding principles of integrity, fairness, public interest, courage, accountability and independence.
Human Resource Management Principle (PSEMA section 5C)	The office values and embraces diversity, demonstrated by its current staff members who work collaboratively and treat each other fairly, reasonably and respectfully. Employment activities are based on merit, and the Office supports equality of employment opportunities by ensuring staff members are informed as these opportunities arise.
Merit Principle (PSEMA section 5D)	All recruitment activities undertaken by the Office of the ICAC are based on the merit principle – that is, employment, promotion or transfer of an employee must be based solely on the person's suitability.
Equality of Employment Opportunity Principle (PSEMA section 5E)	The Office supports all staff members and ensures they have equal opportunity to compete for employment, promotion and transfer, and to pursue careers within the public sector. Professional development and training opportunities are offered in accordance with an approved myPerformance agreement for each staff member.
Performance and Conduct Principle (PSEMA section 5F)	Prior to commencement with the Office of the ICAC, and on an annual basis, all staff must declare they have read and understood the Office's conflict of interest policy and are required to provide a conflict of interest declaration for any work they are involved in that presents an actual, potential or perceived conflict of interest. All staff are advised of the Code of Conduct that applies to all NT Government employees and must be adhered to in the course of their employment. An Office of the ICAC Appropriate Workplace Behaviour Policy exists to promote a respectful working environment.

Employment Instructions are the rules issued by the NT Commissioner for Public Employment to provide direction to agencies on applying the PSEMA and Regulations. The Office of the ICAC's performance against each Employment Instruction (EI) is reported in Table 14.

TABLE 14: OFFICE OF THE ICAC COMPLIANCE WITH EMPLOYMENT INSTRUCTIONS

Employment Instruction	Action
Filling vacancies	The Office of the ICAC ensures all members of a selection panel have completed the face-to-face Merit Selection training and that the recruitment process is undertaken in accordance with EI1 and the NTPS Recruitment and Selection Policy.
Probation	The Office has probation guidelines consistent with PSEMA. Managers discuss the probation process with new employees during their induction to the Office.
Natural justice	The principle of natural justice is reflected in the Office of the ICAC guidelines for staff, policies and procedures, and is adhered to in dealings with staff.
Employee performance management and development systems	myPerformance is used as part of the performance management process in the Office of the ICAC. The agreement is completed as a 12-month cycle, with a mid-cycle review for all ongoing employees and temporary employees with contracts for 6 months or more. 100% of eligible employees had a myPerformance agreement in place.
Medical examinations	There were no requests for medical examination issued by the ICAC during 2025-26
Performance and inability	The Office of the ICAC uses the information provided on the Office of the Commissioner for Public Employment (OCPE) website for performance and inability matters. The Corporate Services Unit supports managers dealing with under-performance issues.
Internal agency complaints and section 59 grievance reviews	The Office has an internal grievance policy and procedure available to all staff.
Employment records	Secure storage and disposal of employee records is ensured in accordance with the NTPS Organisations Records and Information Management Standards and the *Information Act 2002*.
Equality of employment opportunity programs	The Office of the ICAC is supportive of a diverse workforce and adheres to the EmployAbility Strategy 2024-2027.
Occupational health and safety standards programs	The Office of the ICAC has a WHS Management Plan that outlines the ICAC's commitment to implementation of a safe working environment in accordance with the *Work Health and Safety (National Uniform Legislation) Act 2011*.
Code of conduct	The NTPS Code of Conduct is included in the induction pack for all Office of the ICAC employees. Managers must ensure employees adhere to the standards of conduct required.
Appropriate workplace behaviours	The Office of the ICAC promotes a respectful working environment. Its Appropriate Workplace Behaviour Policy provides guidance on what is considered appropriate workplace behaviour and the process for dealing with inappropriate behaviour in the workplace. The ICAC has also issued guidelines for staff in accordance with section 129 of the ICAC Act, which includes the expectation to act consistently with the Office's guiding principles of integrity, fairness, public interest, courage, accountability and independence.
Redeployment and redundancy procedures	There were no instances of redeployment or redundancy in the reporting period.
Special measures	The Office of the ICAC has a special measures plan in place that provides priority consideration to eligible First Nations people applying for positions.

Freedom of information

The Office of the ICAC continues to work in compliance with the *Information Act 2002*.

The *Information Act 2002* deals with laws relating to freedom of information (FOI), privacy and records management. It also establishes the framework by which the office collects and handles personal information.

Operational information is exempt from certain disclosures under section 44 of the *Information Act 2002*.

Requests to access information that is not exempt under section 44, and requests to correct personal information held by the Office may be made through contacting ICAC.NT@icac.nt.gov.au.

Table 15 shows requests for information received over the last 2 financial years.

TABLE 15: FOI APPLICATIONS RECEIVED IN THE LAST TWO FINANCIAL YEARS

Type of application	2024-25	2025-26
Applications carried over from previous year	-	-
Applications finalised	1	1
Applications transferred	-	-
Applications carried forward into the following year	-	-
Total applications received	**1**	**1**

Work health and safety (WHS)

The Office of the ICAC provides and maintains a safe and healthy environment for staff, contractors and visitors in accordance with the *Work Health and Safety (National Uniform Legislation) Act 2011* and associated regulations.

WHS strategies the Office has employed include:

- promoting WHS policy and procedures, including during induction of new staff
- maintaining a dedicated system to report incidents, near-misses and hazards
- regular safety inspections of office premises
- ensuring WHS matters and staff wellbeing are a standing agenda item in monthly Executive Committee meetings
- maintaining a WHS risk register
- providing WHS awareness training for all staff and managers, including first aid and fire warden training.

There was one WHS incident and reported during 2025-26 that needed to be addressed by the Office.

Staff wellbeing is a priority. In addition to staff training, staff members are also provided with:

- access to employee assistance programs
- ergonomic assessments
- access to flu vaccinations
- flexible working arrangements.

Glossary

Abbreviation	Meaning
AI	Artificial Intelligence
AO	Administrative Officer (includes AO5, AO6 and AO7)
ARCC	Audit, Risk and Compliance Committee
Budget Paper no. 3	2025-26 Agency Budget Statements
CEO	Chief Executive Officer
Cth	Commonwealth
DAF	Department of Agriculture and Fisheries
DCDD	Department of Corporate and Digital Development
DLI	Department of Logistics and Infrastructure
ECO	Executive Contract Officer (includes ECO2 and ECO6)
EI	Employment Instruction
EO	Executive Officers (includes EO3)
FOI	Freedom of information
FTE	Full-time equivalent
ICAC	Independent Commissioner Against Corruption
ICAC Act	*Independent Commissioner Against Corruption Act 2017*
IEC	*Integrity and Ethics Commissioner*
KPIs	Key performance indicators
NT	Northern Territory
NTPS	Northern Territory Public Sector
NTG	Northern Territory Government
OCPE	Office of the Commissioner for Public Employment
OICAC	Office of the Independent Commissioner Against Corruption
Organisation	Public Sector Organisation
P2	Professional 2
PIPS	Personnel Information and Payroll System
PSEMA	Public Sector Employment and Management Act 1993
Regulations	Information Regulations 2003
SAO	Senior Administrative Officer, (includes SAO1 and SAO2)
SP2	Senior Professional 2
TRM	Territory Records Manager
VFT	Value for Territory
WHS	Work health and safety

icac.nt.gov.au