

BOARD INTEGRITY FRAMEWORK (CODE OF CONDUCT)

ARV Corporate Policy

1. Statement

Board members are appointed pursuant to the Alpine Resorts (Management) Act 1997 (the ARM Act) and are expected to act with integrity and uphold public sector values.

The public sector values in section 8 of the PAA are the cornerstone of the Board's integrity framework. Other integrity obligations in or issued under the PAA, such as the Code of Conduct for Directors of Victorian Public Entities issued by the Victorian Public Sector Commission (VPSC), flow from these values.

The Board's integrity framework is broader than the VPSC Code of Conduct for Directors of Victorian Public Entities as it also includes integrity obligations arising from government policy; directions, guidelines and/or statements of expectation issued by the Minister or the Secretary of DEECA; the Board's own policies; and any relevant policies and processes or other documentation of Alpine Resorts Victoria.

2. Scope

This Integrity Framework consolidates the key standards of conduct and accountabilities that apply to Board members of Alpine Resorts Victoria (ARV), collectively and individually, into a single policy. The Framework incorporates:

- Integrity obligations and accountabilities in the Public Administration Act 2004 (PAA).
- The Code of Conduct for Directors of Victorian Public Entities.
- The establishing Act, being the ARM Act.
- Any directions, guidelines and/or statements of obligation or expectation issued by the Minister, and Government policy.
- Other public sector integrity obligations and good practice.

The key principles that guide this policy and the actions of the ARV Board are:

- **Obligations:** the Board acts in accordance with its obligations and good public sector governance practice.
- **Public interest:** the Board acts in the public interest. Board members comply with the required standards of integrity. They place the public interest above their own interests when carrying out their official duties.
- **Culture of integrity:** the Board models and fosters a culture of integrity. Board members, employees and external stakeholders are supported to raise integrity issues.

3. Requirements

3.1. Public sector values

All Board members and employees have a fundamental obligation to comply with the public sector values in section 7 of the PAA and to incorporate these values into their decision making. The values are responsiveness, integrity, impartiality, accountability, respect, leadership, and human rights, which are set out in Appendix 1.

3.2. Directors' code of conduct

Board members must comply with the VPSC Code of Conduct for Directors of Victorian Public Entities issued under the PAA by the Victorian Public Sector Commission ('VPSC'). It includes integrity requirements that reinforce the public sector values and related obligations in the PAA, in particular:

- Individual Board members (s 79); and
- The Board collectively (s 13A, 80, 81, 82, 85).

3.3. Duties of the Director

Board members must act consistently with the 'duties of directors' (board members) in s 79 of the PAA. These duties expand on the public sector values, requiring Board members to act in accordance with the following:

- **Performance of duties:** act honestly; in good faith in the best interests of ARV; with integrity; in a financially responsible manner; with a reasonable degree of care, diligence and skill; and in compliance with the ARM Act and any subordinate instrument.
- **Confidentiality:** maintain confidentiality, even after their appointment expires or otherwise terminates.
- **Use of information:** avoid improperly using their position or any information acquired in their role as a Board member to gain advantage for themselves or another person or to cause detriment to ARV; and
- **Elections:** if standing for election to parliament (federal, state or territory) or local council:
 - formally notify the Board, for recording in the minutes; and
 - avoid using any resources of ARV in connection with their candidature¹.

3.4. Board's collective integrity

The Board must comply with its collective integrity obligations, including:

- **Functions and powers:** the Board must satisfy itself that all its actions and decisions are consistent with:
 - the functions and powers in the establishing Act; and
 - ARV's strategic plans, business plans, and related documents².
- **Accountability to the Minister:** The Board must act in accordance with its collective accountability to the Minister³.
- **Information to the Minister and Secretary:** unless prohibited by law, the Board must provide any information relating to ARV or its operations that the Minister or Secretary of DEECA requests⁴.
- **Loans:** The Board must not make loans, directly or indirectly, to any Board member or relative of a Board member or provide loan guarantee or security for them⁵.

¹ If standing for election, see DEECA's [Standing for election to Parliament or local council](#) guidance note

² Consistent with s 81(1)(a) of the PAA.

³ Consistent with s 85(1) of the PAA.

⁴ Consistent with s 13A and s 81(1)(c) of the PAA.

⁵ Consistent with s 82 of the PAA.

3.5. Establishing Act

Board members must comply with any integrity requirements specified in the ARM Act and the Alpine Resorts Management Act Regulations 2020.

3.6. Board Policies

Board members must comply with the Board's Charter, policies and procedures. Of particular relevance are the Board's related integrity policies on:

- Board Meeting and Decision Making Policy
- Conflict of Interest and Duty Policy
- Board Dispute Resolution Policy
- Delegations and Common Seal Policy
- Gifts, Benefits and Hospitality Policy ⁶
- Fraud and Corruption Policy
- Risk Management Policy

The Chairperson will ensure that up to date copies of all Board policies (and other policies of ARV) are provided to, or readily accessible to, each Board member ⁷. This includes ensuring that each new Board member is aware of the Board's policies and the importance of complying with them.

3.7. Employees and integrity

Public sector employment principles

The Board must treat the Chief Executive Officer (CEO) and other employees of ARV in accordance with the public sector employment principles in section 8 of the PAA and related employment standards ⁸ and must ensure that the CEO has mechanisms in place to apply and promote the principles and standards throughout ARV. The applicable principles are:

- employment decisions must be based on merit
- employees must be treated fairly and reasonably
- there must be equal opportunity employment
- Victoria's Charter of Human Rights and Responsibilities must be upheld; and
- employees must have a reasonable avenue of redress against unfair or unreasonable treatment.

Code of conduct for Victorian Public Sector Employees

The Board must seek to ensure that the CEO complies with the public sector values, the Code of Conduct for Victorian Public Sector Employees, and related employee integrity obligations (e.g. in ARV's policies) and has mechanisms in place to:

- Assist executives and other employees to understand that ARV is part of the Victorian public sector and that, as public sector employees, they must also comply with those obligations;
- Promote compliance with employee integrity obligations, including providing each new employee with a copy of the Code of Conduct for Victorian Public Sector Employees as part of their induction; and
- Ensure that employees understand that a breach of their integrity obligations may constitute misconduct ⁹.

⁶ Incorporates the *Minimum accountabilities for the management of gifts, benefits and hospitality* issued by the VPSC.

⁷ Consistent with s 80 of the PAA.

⁸ Issued by the VPSC under s 62 of the PAA.

⁹ Consistent with section 7(2) of the PAA.

Contracts for ‘in House’ contractor and consultants

Contracts for ‘in house’ contractors and consultants, including those engaged through an employment firm, must explicitly state that the person is bound by the [Code of Conduct for Victorian Public Sector Employees](#) and by the integrity (e.g. conflict of interest) and other relevant policies that apply to ARV’s employees ¹⁰.

3.8. Culture of Integrity

Integrity processes and reporting

The Board must ensure that the CEO has suitable processes in place to meet ARV’s integrity and related reporting obligations, including the CEO’s own obligation to report to the Independent Broad-based Anti-Corruption Commission (‘IBAC’) any conduct that they suspect on reasonable grounds is corrupt ¹¹.

Speaking up

It is essential that Board members, employees, and external stakeholders are supported to raise integrity issues, including queries and issues relating to their own conduct or that of others. The Board will ensure that the CEO has processes in place to support this occurring ¹². Decisive action will be taken against any person who discriminates against or victimises a person who speaks up in good faith about a possible breach of this policy.

3.9. Advice

A Board member who is unsure of the application of this policy, or any integrity matter, should seek advice from the Chairperson. The Secretary of DEECA can provide advice on integrity matters to the Chairperson, or, if the Chairperson’s conduct is the subject of the query, to a Board member.

3.10. Breach of this framework

A breach of a Board member’s integrity obligations may constitute misconduct and may result in the Board member being removed from the Board ¹³.

4. Responsibilities

Position	Responsibility
Chairperson	To ensure that the ARV Board acts consistently with this policy and upholds the value of the Public Sector
Board members	To act consistently with this policy in terms of its actions and all business proceedings. The Board must also ensure the CEO acts consistently with Public Sector values.
CEO	To model Public Sector values and ensure the same of staff.

¹⁰ This requirement applies to contracts with all contractors or consultants who:

- supervise employees of the agency;
- undertake work similar in nature to the work undertaken by employees of the agency at a premises or location generally regarded as a workplace of the agency; and/or
- use or have access to the agency’s resources or information not normally accessible or available to the public.

¹¹ Consistent with s 57 of the Independent Broad-based Anti-corruption Commission Act 2011.

¹² If the matter involves corruption or serious misconduct, a person can choose to instead report the matter to IBAC as a protected disclosure. Making a ‘complaint’ to IBAC under the *Protected Disclosures Act 2012* gives legal protection to the person making it that their identity will remain confidential and they will be protected from reprisals.

¹³ Depending on the obligation breached and the nature and severity of the breach, it may also result in civil and/or criminal proceedings against the board member.

5. Legislation

- Alpine Resorts Management Act 1997
- Public Administration Act 2004

6. Related documents

- VPSC Code of Conduct for Directors of Victorian Public Entities
- Code of Conduct for Victorian Public Sector Employees
- DEECA Integrity Framework (Appendix 2)
- Board Charter
- Board Meeting and Decision-Making Policy
- Board Conflict of Interest and Duty Policy
- Board Dispute Resolution Policy
- Delegations and Common Seal Policy
- Gifts, Benefits and Hospitality Policy
- Fraud and Corruption Policy
- Risk Management Policy

For further information see the Integrity framework support module on DEECA's governance website, On Board <http://www.delwp.vic.gov.au/onboard>.

7. Definitions

For the purposes of this policy, the following definitions apply:

Term	Definition
Code of Conduct	A set of rules, behaviours and standards that members of the ARV Board are expected to follow.
In House Contractor or Consultant	Contractors and consultants who: • supervise employees of ARV; or • undertake work similar in nature to that undertaken by employees of ARV at premises or locations generally regarded as workplaces of ARV; or • use or have access to ARV's resources or information not normally accessible or available to the public.
Integrity Framework	An integrity framework is a structured system of rules, values, policies, and practices that an organization uses to guide ethical behaviour, ensure accountability, and prevent wrongdoing.
Victorian Public Sector Employees	People who work for Victorian government departments, agencies, and public entities to deliver public services and implement government policies. This includes ARV.

8. Approval and implementation

Policy Custodian	Policy contact details	Approval Date	Approver
CEO	info@alpineresorts.vic.gov.au	September 2026	Board

9. Version Control

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Appendix 1: Public Sector Values

The public sector values, as set out in s 7 of the Public Administration Act 2004, are:

- a. **responsiveness** — public officials should demonstrate responsiveness by:
 - i. providing frank, impartial and timely advice to the Government; and
 - ii. providing high quality services to the Victorian community; and
 - iii. identifying and promoting best practice
- b. **integrity** — public officials should demonstrate integrity by:
 - i. being honest, open and transparent in their dealings; and
 - ii. using powers responsibly; and
 - iii. reporting improper conduct; and
 - iv. avoiding any real or apparent conflicts of interest ¹⁴; and
 - v. striving to earn and sustain public trust of a high level
- c. **impartiality** — public officials should demonstrate impartiality by:
 - i. making decisions and providing advice on merit and without bias, caprice, favouritism or self-interest; and
 - ii. acting fairly by objectively considering all relevant facts and fair criteria; and
 - iii. implementing Government policies and programs equitably
- d. **accountability** — public officials should demonstrate accountability by:
 - i. working to clear objectives in a transparent manner; and
 - ii. accepting responsibility for their decisions and actions; and
 - iii. seeking to achieve best use of resources; and
 - iv. submitting themselves to appropriate scrutiny
- e. **respect** — public officials should demonstrate respect for colleagues, other public officials and members of the Victorian community by:
 - i. treating them fairly and objectively; and
 - ii. ensuring freedom from discrimination, harassment and bullying; and
 - iii. using their views to improve outcomes on an ongoing basis
- f. **leadership** — public officials should demonstrate leadership by actively implementing, promoting and supporting these values;
- g. **human rights** — public officials should respect and promote the human rights set out in the Charter of Human Rights and Responsibilities by:
 - i. making decisions and providing advice consistent with human rights; and
 - ii. actively implementing, promoting and supporting human rights.

¹⁴ Where it is not possible to avoid a conflict of interest, it must be declared by the board member and managed by the board in accordance with its policy on Conflict of Interest.

Appendix 2: Diagram of Integrity Framework

Integrity framework (consolidated code of conduct) for board members

