



ACT Corrective Services 2025-26 BUSINESS PLAN

Our Purpose

To work with the Government, stakeholders and the Community to:-

- Strengthen community safety;
- Reduce re-offending and prevent future victims;
- Provide the safe, secure, decent and humane management of offenders;
- Support offenders through opportunities for rehabilitation and community reintegration;
- Provide sustainable opportunities for offenders to lead productive lives.

Our Values

We will display the values of respect, integrity, collaboration and innovation by:

- Ensure that offenders are treated in a decent, humane and just way
- Ensure justice, security and good order at correctional centres
- Collaborate across the ACT Government and with ACT Community partners to meet ACTCS objectives
- Focus on rehabilitation and reintegration and targeted service delivery for vulnerable and overrepresented cohorts.

Our People

521.89 FTE

Our Budget

Base funding	Critical Infrastructure Business Case	Rollover funding	Hail Damage Funding
\$101.109 m	\$1.707m	\$2.891m	\$6.696m

Our Key Stakeholders

ACT Government

- ACTCS Staff
- JACS Directorate services and support functions
- Justice Health Services
- ACT Policing
- ACT Sentence Administration Board
- Ministers/ACT Legislative Assembly
- Child and Youth Protection Services
- Youth Justice Services
- ACT Office for Disability
- Infrastructure Canberra

Oversight Agencies

- ACT Human Rights Commission
- ACT Inspector of Correctional Services
- ACT Integrity Commission
- ACT Ombudsman
- Official Visitors

External

- Aboriginal and Torres Strait Islander Elected Body
- Winnunga Nimmityjah Aboriginal Health Service
- ACT Council of Social Services
- ACT Legal Aid Commission
- CatholicCare
- Everyman
- Karralika
- National Disability Insurance Agency
- Prisoners Aid ACT
- Yeddung Mura

Our Key Risks

Risks rated High in Riskware for ACTCS:

- ACTCS1340 – There is a chance that ACTCS will be unable to deliver government objectives, priority strategic programs, policies and services leading to an impact on our people, our service delivery and our reputation.
- ACTCS1361 – There is a chance that ACTCS will be unable to manage the complex legal and operational environment associated with its obligations under the *Corrections Management Act 2007*.
- ACTCS1374 – There is a chance of detainee/offender misbehaviour and violation of rules (including intimidation/coercion of one another) affecting safety, security, order and justice, may impact people, service delivery and compliance/regulation.

ACT Corrective Services Strategic Priorities 2025-27

In June 2025, ACTCS Executives endorsed the *ACT Corrective Services Strategic Priorities 2025-2027* to give direction and cohesion to business planning and associated activity over the next 2 years. The Priorities are summarised at the end of this Business Plan and have been used to inform business planning at both the Agency and Branch levels.

How we plan to achieve our purpose	Key activities we will work on to support delivery of our objective	Primary wellbeing domain that will be impacted	Source	Budget	Lead	Key stakeholders	Measures of activity implementation	Completion timeframe	Measures of objective success
Objective 1 - To support detainee and offender wellbeing, rehabilitation and positive reintegration outcomes to reduce recidivism.	Detainee Education, Industry and Rehabilitation Program	Safety	Strategic Plan Commitment - Caring and Supporting People at a Higher Risk of Vulnerability.	Internally funded	Ag Asst Commissioner Offender Reintegration with support from Asst Commissioner Custodial Operations	Detainees Training providers Community service partners Employment partners	85% meeting milestones against program schedule	June 2026 (As per schedule)	Participation rates in: <ul style="list-style-type: none"> Pre-certificate Level 1 courses Secondary school education Vocational Education and Training Higher education (ROGS Reporting)
Objective 2 - To build greater cultural competency and deliver culturally responsive services.	ACTCS Aboriginal and Torres Strait Islander Model of Service	Identity and belonging	Strategic Plan Commitment - Supporting Formal Partnerships and Shared Decision Making with First Nations Peoples.	Internally funded	Ag Asst Commissioner Offender Reintegration with support from the Senior Director Cultural Services	All operational staff Community partners First Nations Justice Branch Aboriginal and Torres Strait Islander clients Official Visitors	Development of Model of Service and implementation plan.	February 2026	Model of Service: Outcome measures developed in the Model.
	Jumbunna Report and Board of Inquiry	Governance and institutions		Jumbunna Report - Internally funded BOI - Funded	Office of the Commissioner	All ACTCS business areas as relevant to recommendations in the Jumbunna Report. Stakeholders as scoped in the Inquiry	ACTCS Response to relevant recommendations in Jumbunna Report drafted. Support provided to BOI as required.	As directed by JACS Directorate	Clear actions for improvement in services to First Nations clients are identified.
Objective 3 - To promote accessibility and respond more effectively to people with additional and/or complex needs.	ACTCS/JHS/Winnunga Collaboration on the Service Response Design for Detainees with Additional and Complex Needs	Health	Strategic Plan Commitment - Enhancing Access to Justice. Strategic Plan Commitment - Caring and Supporting People at a Higher Risk of Vulnerability.	Internally funded	ACTCS Executive Champion for Disability	Offender Reintegration and Custodial Services. Justice Health Services and broader CHS Winnunga Nimmityjah Aboriginal Health Service Project Consultative Group ACTCS Disability Reference Group	Complex needs service proposal tabled with the Detainee Health and Wellbeing Oversight Committee. Joint Business Case developed (if proposal approved to progress)	December 2025 January 2026	Greater clarity of service boundaries – reduction in service delivery disputes. Established service pathways to allied health and other specialist health services.
	Implementation of the ACTCS DAIP	Access and connectivity		Internally funded	ACTCS Executive Champion for Disability	All ACTCS ACTCS Disability Reference Group Disability Justice Strategy Stakeholders	85% meeting milestones against program schedule.	June 2026 (As per schedule)	Reduced complaints from Official Visitors and Human Rights Commissioner in relation to the care of Detainees with complex needs.
Objective 4 - To maintain effective correctional service delivery to support the safety of offenders and detainees, staff and the community.	Priority ICT Projects – ESS, ODS	Safety	Strategic Plan Commitment - Strengthening Community Safety.	ODS – Budget funded	Ag EBM Corporate	JACS CIO DDTS JACS Strategic Policy Commercial partners	85% of Phase 1 (Contract Execution) of ODS Project.	June 2027 (As per revised schedule)	ODS: Approach to Market (ATM) and Contract execution with vendor to procure the solution.
	Priority Infrastructure Projects – Hail Damage, Critical Infrastructure at AMC	Safety		Hail Damage – Insurance funded Critical AMC Infrastructure - Budget funded	Ag AC Custodial Operations	JACS Capital Works and Infrastructure Infrastructure Canberra AMC Facilities Team AMC Custodial Staff Detainees	85% meeting milestones against program schedule	June 2026 (As per schedule)	Hail Damage: Maintaining security in accommodation changes for detainees during active works. Critical Infrastructure: Core Switch upgrade and installation of the new metal detector and the image scanning machine
	Data Enhancement Project – Phase 2	Governance and institutions		Internally funded	Ag AC Service Improvement & Community Operations	Offender Reintegration Branch ACTCS Clients ACTCS Executive Champion for Disability	85% meeting milestones against program schedule	June 2026 (As per schedule)	Data enhancement project Phase 2: (Implementation of HASI tool) Baseline established for detainee complex needs data.
	Prevention of Occupational Violence	Safety	Strategic Plan Commitment - Strengthening Community Safety.	Internally funded	Ag AC Service Improvement & Community Operations	ACTCS Staff Canberra Health Services JACS People & Workplace Strategy Worksafe ACT	OV Prevention Actions determined and implementation plan developed	June 2026 (As per schedule)	Occupational Violence Prevention: Improved safety for staff and clients and reduced Worksafe ACT concerns.

<p>Objective 5 - Transparent decision making and service delivery that respects the humanity and dignity of our detainees, offenders, visitors and staff.</p>	<p>Refreshed ACTCS Functional Structure & Enterprise Agreement Negotiations</p> <p>Provision of advice and support decision making and ensure transparency of decision making and that decisions are proportionate, and evidence based.</p>	<p>Governance and institutions</p>	<p>Strategic Plan Commitment - Protecting People's Legal and Human Rights and Interests.</p>	<p>Internally funded</p>	<p>Office of the Commissioner</p> <p>Litigation Unit</p>	<p>ACTCS Staff Industrial organisations JACS People and Workplace Strategy CMTEDD Industrial Relations</p> <p>Human Rights Commissioner Victim Support ACT</p>	<p>Re-aligned structure completed with staff consultation</p> <p>New Enterprise Agreement negotiated</p> <p>Greater collaboration and early engagement of the Litigation Unit in decision making that has implications for detainees and visitors.</p>	<p>December 2025</p> <p>April 2026</p> <p>June 2026</p>	<p>Organisational stability, sustainable and efficient structure.</p> <p>The Enterprise Agreement is accepted by a majority of staff.</p> <p>Strategy and service improvement for detainee health, wellbeing, education, employment and reintegration strategies in accordance with the findings of HPR 2025, including preparation of a strong forward focused business case for government to consider.</p> <p>Reduced numbers of litigation matters commenced in the Magistrates and Supreme Courts and reduced judicial review of ACTCS decisions.</p>
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